

A1 TRANSFORMATION



Change 1 Update Signed 25 September 2008
Change 2 Update Signed 27 April 2010
Change 3 Update Signed 1 October 2010

Headquarters United States Air Force
Washington, D.C.

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SPECIAL INSTRUCTIONS

TITLE: The title of this document is *"Headquarters United States Air Force, Program Action Directive 07-11, A1 Transformation."*

EFFECTIVE PERIOD: This document is effective upon signature.

OFFICE OF PRIMARY RESPONSIBILITY: The office of origin is the Directorate of Plans and Integration, HQ USAF/A1X. The PAD manager is Chief, Strategic Plans Division, AF/A1XX, 703-697-0485, DSN 227-0485.

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RECORD OF CHANGES

(POST all changes to this page)

CHANGE

NUMBER	AUTHORITY	ENTRY DATE	SIGNATURE
Change 1	AF/A1	25 September 2008	//Signed//
Change 2	AF/A1	27 April 2010	//Signed//
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TABLE OF CONTENTS

SUBJECT

Title Page -----	i
Special Instructions/Record of Changes -----	ii
Table of Contents -----	iii
Basic Plan -----	1
Annex A - Milestones and Concept -----	A-1
Appendix I – MAJCOM A1 Organizational Structure -----	A-I-1
Appendix II – Squadron Organizational Structure -----	A-II-1
Appendix III – A1 Transformation (On-going Actions) -----	A-III-1
Annex B – Manpower, Personnel and Services -----	B-1
Appendix I – Manpower -----	B-I-1
Appendix II – Personnel -----	B-II-1
Appendix III – Services -----	B-III-1
Annex D – Comptroller/Funding -----	D-1
Annex E – Systems Acquisition/Services -----	E-1
Annex F – Logistics, Installations & Mission Support -----	F-1
Annex H – Communications and Information -----	H-1
Annex J – Public Affairs -----	J-1
Annex M - Points of Contact -----	M-1
Annex O – Judge Advocate -----	O-1
Annex P – Historian -----	P-1

Table of Contents
HQ USAF PAD 07-11
15 February 2008

Annex X – Distribution	X-1
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BASIC PLAN
TO
HQ USAF PAD 07-11

1. BACKGROUND:

1.1. In 2003, the Assistant Secretary of the Air Force for Manpower and Reserve Affairs (SAF/MR) and Air Force Deputy Chief of Staff, Manpower and Personnel (*now to be named the Deputy Chief of Staff, Manpower, Personnel, and Services, per Change 1*), established two projects to transform the Manpower and Personnel communities: an extensive core competency review of Air Force manpower and personnel functions, and Customer Service Transformation (CST). The core competency review reported a significant amount of activities performed by Personnel specialists were transactional in nature and did not support Air Force core competencies. In addition, the overwhelming majority of transactional and administrative tasks were performed inconsistently and inefficiently through multiple channels. The findings of the core competency review provided the basis for the CST project, which initiated process and organizational redesign efforts to support transformation of the Manpower and Personnel communities. The Personnel Service Delivery (PSD) transformation program was initiated in the summer of 2004 to consolidate CST with other Manpower and Personnel transformation efforts.

1.2. In February 2006, Air Force Services chartered and conducted a Services Strategic Planning Panel (SSPP) to comprehensively review all functional processes within the career field. The SSPP was specifically asked to validate existing processes and recommend ways ahead for the career field to remain relevant amid the changing/transforming Air Force environment. The panel's review ranged from baseline Air Force mission requirements to full-blown, market-driven enhancements and from historic business practices to existing organizational models and structures. Under the senior leadership's charter, no process or function was exempt from consideration. A second SSPP took the earlier recommendations and incorporated them along with other initiatives into a Balanced Scorecard framework that will functionally support both the AF/A1 strategic plan and the newly defined organizational structures dictated by this PAD.

1.3. With the integration of Manpower, Personnel, and Services (MP&S) in April 2006, PSD was further broadened to include the SSPP initiatives. PSD targets the Total Force and its focus is to improve the efficiency and quality of transactional, customer service, advisory, and program oversight services through reengineering, consolidation, and automation. It presents a new service delivery model in which the majority of manpower and personnel transactional and customer service work, and the program management/oversight of MP&S functions are primarily consolidated at one of the Field Operating Agencies (FOAs)/Direct Reporting Units (DRUs) --

Basic Plan
HQ USAF PAD 07-11
15 February 2008

the Air Force Manpower Agency (AFMA), the Air Force Personnel Center (AFPC), Air Reserve Personnel Center (ARPC), or the Air Force Services Agency (AFSVA).

1.4. As part of these transformation efforts, A1 has been examining how best to organize its MP&S structures to integrate these three functional areas to reduce overhead, achieve efficiencies, and maximize customer service in response to the new service delivery model. AF/A1X and AF/A1S, with AFMA support, hosted an Organizational IPT composed of MAJCOM/A1, Air National Guard (ANG), Air Force Reserve (AFR), and FOA MP&S representatives (31 Oct – 3 Nov 2006) to develop ‘standardized’ Regular Component CSS, Squadron, NAF and MAJCOM structures. Specifically, they were to recommend MP&S process integration with consistent vertical alignment (to the extent possible), whether MP&S should merge or remain as two squadrons, the best alignment and nomenclature to support integrated operations at both the squadron and MAJCOM level. The ANG and AFR participated to advise on their MP&S structures, convey their ability to incorporate recommendations, and to assist in defining a structure that would allow for comparable ANG and AFR organizations. The ANG will host an IPT focusing on their organizational requirements. The recommendations of that IPT as coordinated are reflected in Annex A of this PAD.

2. **OBJECTIVE:** This PAD directs implementation and continued development of PSD Transformation activities across the Total Force, enterprise-wide A1 community, to include the Air National Guard, Air Force Reserve, Active Duty military and Civilian components (Appendix III of Annex A). In addition, it directs the realignment of Regular Component Manpower, Personnel and Services missions, roles, responsibilities and organizational structures at the MAJCOM and Squadron levels to include the realignment of the Commanders’ Support Staffs (CSS) (Appendices I & II of Annex A). This PAD is a major step, but not the end-state, to fulfilling AF/A1's responsibility, in accordance with CSAF direction, to consolidate MAJCOM staff base operations support functions into field operating agencies. In addition, it also supports the AF/CV guidance on Air Force Component Headquarters Implementation and Management Consolidation (ref: AF/CV memo 26 June 2007) and is consistent with PAD 07-13, Implementation of the Chief of Staff of the Air Force Direction to Transform and Consolidate Headquarters Management Functions. The organizational structures herein do not directly apply to ANG or AFRC units.

3. **AUTHORITY/REFERENCES:**

3.1. SECAF and CSAF statement, 25 Mar 02.

3.2. AFI 10-501, *Program Action Directives (PADs) and Programming Plans (PPLANs)*, 5 Jan 94.

3.3. AFI 38-101, *Air Force Organization*, 4 Apr 06.

3.4. AFI38-202, *Air Force Management Headquarters and Headquarters Support Activities*, 1 Mar 95.

Basic Plan

HQ USAF PAD 07-11

15 February 2008

- 3.5. AFI 38-203, *Commercial Activities Program*, 19 Jul 01.
- 3.6. AFI 38-204, *Programming USAF Manpower*, 1 Aug 99.
- 3.7. AFPD 38-5, *Unit Designations*, 1 Jul 96.
- 3.8. Personnel Service Delivery (PSD) Transformation CONOPS, 27 Mar 06.
- 3.9. Services CONOPS, 5 May 06
- 3.10. Transforming AF Customer Service CONOPS, 1 Apr 03.
- 3.11. AF Smart Operations for the 21st Century (AFSO21), CONOPS (Draft), 31 Jan 06.
- 3.12. Capability-based Manpower Study CONOPS, Jan 06.
- 3.13. AFMAN 38-208v3, *Air Force Management Engineering Program (MEP)--Logistics Composite Model (LCOM)*, 31 Mar 96.
- 3.14. AFI 38-401, *The Air Force Innovative Development Through Employee Awareness (IDEA) Program*, 6 Dec 00.
- 3.15. HQ USAF Program Action Directive 06-09, Implementation of The Chief of Staff of the Air Force Direction to Establish an Air Force Component Organization, 7 Nov 06.
- 3.16. All appropriate AF, DoD and Office of Personnel Management (OPM) regulations, directives, and instructions, and titles 5 and 32 of the United States Code (U.S.C).

4. ASSUMPTIONS:

- 4.1. Instructions, directives, units, or other authority will be revised or created as needed to support implementation.
- 4.2. Legislation is not required to implement PSD Transformation or the new organizational structures.
- 4.3. The size of the MAJCOM A1 staffs will become significantly smaller as a result of PSD. MAJCOM A1 staffs will assist higher headquarters efforts to realign manpower authorizations and realign/reengineer A1 processes throughout the three phases of implementation.

5. GUIDANCE:

- 5.1. AF/A1X represents the AF/A1 on PSD and overall A1 Transformation related matters. AF/A1X is responsible for ensuring adherence with this PAD and other related governing documents. AF/A1X will:

Basic Plan

HQ USAF PAD 07-11

15 February 2008

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5.1.1. Work with the other A1 divisions and HQ USAF directorates, MAJCOMs and FOAs to develop and maintain an integrated master list of all PSD initiatives impacting MAJCOM processes and base level MP&S (squadron & CSS) transformation issues, track progress toward meeting scheduled suspenses and fully operational capable (FOC) dates, and serve as the OPR for resolving issues requiring HAF level attention. This includes:

5.1.1.1. Identify and resolve differences between Air Staff policy owners, FOA business process owners (BPOs), and/or MAJCOM A1s when failure to resolve the difference would hinder progress toward centralizing/eliminating MAJCOM A1 workload and transforming the merged MP&S Squadron.

5.1.1.2. Determine when an initiative cannot or should not be pursued, and, when appropriate, staff that recommendation to AF/A1 for consideration and final resolution.

5.1.1.3. Assist in the identification and resolution of LIMFACs that would hinder progress toward centralizing/eliminating base level and MAJCOM A1 workload and/or transforming the merged MP&S Squadron.

5.1.1.4. Ensure process status transparency by providing the MAJCOM A1 staffs with access to the master-tracking document. Annex A shows the currently agreed upon breakout of MAJCOM A1 process and the current schedule for moving transactional personnel work from base-level to AFPC.

5.1.1.5. Obtain funding to develop and implement transformational initiatives.

5.1.2. Work with A1S, A1M, MAJCOM A1s, AFMA, AFSVA and AFPC to develop a Regular Component implementation schedule (running between Jan 08 and Aug 09) for the new Force Support Squadron structure that will minimize the adverse impacts on our personnel.

5.2. AF/A1M will assist AF/A1X in addressing Regular Component organizational structure issues related to PSD and the new organizational structures.

5.2.1. To facilitate vertical integration, AF/A1 will be the *Deputy Chief of Staff, Manpower, Personnel, and Services (per Change 1)* the MAJCOM A1 will be the *Directorate of Manpower, Personnel, and Services (per Change 1)* and the base-level organization will be the Force Support Squadron (FSS). In addition, upon merger of the Manpower and Personnel Officer (37F) and the Services Officer (34M) career fields, the new career field will be called Force Support Officer (AFS to be determined later).

5.2.1.1. The nomenclature of subordinate organizational levels containing the same office symbol codes (OSCs) will be consistent throughout the MP&S organizations. Further, global E-mail addresses must all match the prescribed OSCs and title.

Basic Plan

HQ USAF PAD 07-11

15 February 2008

5.2.1.2. Organizational structure changes prescribed by this PAD will be implemented in parallel with related A1 transformation initiatives. Requests to deviate from prescribed organizational structures must be submitted to AF/A1M in the form of an Organization Change Request (OCR) for variances from the standard squadron structure which will go in AFI 38-101 and to AF/A1X for variances to the MAJCOM HQ structure. Requests to upgrade the FSS commander authorization to a colonel authorization should be sent to A1M with supporting documentation for consideration via the authorized Colonel Grade Allocation process.

5.2.1.2.1. Processes that may currently reside outside the A1 (e.g., Sq CC Course, STEP process) will not require an official variance.

5.2.2. MAJCOM/A1s (both Lead- and Component-) will transfer transactional work, customer service, and program management/oversight responsibilities to one of the A1 FOAs/DRUs while providing advisory support, advocacy, and specific operational capability for their command and MAJCOM Commander. Unless a MAJCOM has been designated as a lead command for a particular function in place of a FOA/DRU (rare in the A1 community), “on site” functions will be limited to those for which the MAJCOM/A1 cannot “reachback” without significant negative mission impact. In addition to the above, which applies to all MAJCOMs, HAF/A1 is continuing to work with the C-MAJCOM/A1s to align all MP&S readiness functions in their C-NAFs. The resulting C-MAJCOM structure is being coordinated in PAD 07-13. This realignment of the readiness functions should not drive changes to the C-NAF/A1 structure as outlined in PAD 06-09.

5.2.2.1. The transformed MAJCOM *Directorate of Manpower, Personnel, and Services (per Change 1)* is composed of four divisions: Personnel, Manpower and Organization, Services, and Readiness and Integration (could be an office where the readiness component is small), plus a Senior Leader Management office. MAJCOMs have the authority to collapse the organization (e.g., three branches into two as long as process integrity is maintained) without submitting an OCR. However, if this drives the requirement for a new OSC, the request will be submitted to AF/A1MO and approved by appropriate AF/A1 Director.

5.2.3. Installations will consolidate the resources of the MSS and SVS to form the Force Support Squadron (FSS). The new Squadron will contain five flights: Manpower & Personnel Flight, Sustainment Services Flight, Airman & Family Services Flight, Force Development Flight, and Community Services Flight. Within a Flight, MAJCOMs have the authority to collapse the organization (e.g., three sections into two as long as process integrity is maintained) without submitting an OCR. However, if this drives the requirement for a new OSC, the request will be submitted to AF/A1MO and approved by appropriate AF/A1 Director.

5.2.3.1. *Installations will transfer and consolidate all 3S0XX Commanders’ Support Staff and 37F Squadron Section Commander authorizations, to include those in tenant units, to the Military Personnel Section of the FSS to implement a new Base-level Service Delivery Model (BLSDM). Joint, National Intelligence Program, and Defense Health Program authorizations are excluded from mandatory transfer of their authorizations. In addition, MAJCOMs can*

Basic Plan

HQ USAF PAD 07-11

15 February 2008

request other deviations as may be appropriate and details of exactly which authorizations will be consolidated, to include the inter-command transfer of FYDP manpower, are delineated in Change 1 to PAD 07-11. Attachment at Table A.1 depicts those changes (per Change 1). Manpower realignments will be programmed in MPES (Manpower Programming and Execution System) in the FY11 POM. Details for implementing BLSDM will be provided in a separate CONOPS.

5.2.3.1.1. While the transfer of authorizations is not mandated by Para 5.2.3.1., the Joint, National Intelligence Program, and Defense Health Program communities are highly encouraged to transform in accordance with this PAD to facilitate uniform conversion to the new service delivery model. Maintaining legacy systems and organizational structures will likely hamper efficiencies and effectiveness. Personnel filling 3S0XX and 37F billets can be consolidated in the most advantageous manner consistent with PAD 07-11, to provide service to billets funded by other than Air Force sources.(per Change 1)

5.2.3.2. The squadron (Mission Support or Services) with the greater heritage, on the basis of lineage and honors, will be chosen for redesignation as the Force Support Squadron. Wing commanders will make recommendations to MAJCOM A1. The MAJCOM A1 in coordination with the MAJCOM historian will determine which squadron to redesignate and which squadron to inactivate. MAJCOM A1s will submit a HAF/A7C (M) 9227 Report, IAW AFI 16-403, updating the USAF Program Installations, Units, and Priorities and Movement of Air Force Units, top USAF/A7CIB for all unit actions. See Manpower, Personnel, and Services Annex (Annex B, Appendix I) for guidance on organization requirements. At the end of a unit action, MAJCOMs send the RCS: HAF-HO(M) 7401, Air Force Organization Status Change Report, according to AFI 84-105, Organizational Lineage, Honors, and Heraldry.

5.2.4. AF/A1M will assist AF/A1X in identifying PSD/A1 Transformation options related to current contracts and MEO (in-house) operations awarded under the OMB Circular A-76 process. Official communications will be forthcoming with higher-headquarter guidance on how A-76 contract/MEO operations are affected under PSD. AF/A1X and A1M will issue coordinated guidance identifying workload changes deriving from PSD initiatives that impact contracts and MEOs. Organizations with A-76 contract/MEO operations will not change workload within a competitively awarded MEO or contract unless A1X has identified the change as supporting a PSD initiative.

5.3. The FOAs (AFMA, AFPC and AFSVA), in coordination with AF/A1X, will:

5.3.1. Continue to work with the MAJCOMs and policy owners to reengineer MAJCOM A1 and base-level transactional, customer service, and program management/oversight work and determine whether the work should remain at the MAJCOMs/bases, should be transferred to the FOAs, should be shared by both (through a combination of advisory services and “reachback”), or should be eliminated. Appendix I of Annex A shows that workload currently agreed upon as remaining in the Regular Component MAJCOM A1s or squadrons. Changes to agreed upon workload alignment must be approved by the AF/A1.

Basic Plan

HQ USAF PAD 07-11

15 February 2008

5.3.2. Integrate processes transferred from the MAJCOM A1 and/or base-level staffs with existing similar work at the FOAs/DRUs. BPOs will then reengineer processes, to achieve maximum efficiency and effectiveness. Any manpower savings resulting from reengineering and any subsequent reorganization should first be used to offset specific BPO manpower deficiencies stemming from the absorption of the additional work. If a BPO is unable to absorb all its consolidated work within current manpower authorizations, the BPO will, after reengineering each process and its associated organizational structure for maximum efficiency, prioritize its assigned tasks and identify tasks that cannot be accomplished without an increase to its manpower authorizations. The information will then be sent to AF/A1 for action.

5.3.3. Work directly with base-level MP&S organizations to process transactions, respond to customer inquiries, and provide program oversight for those processes that have been realigned, while keeping MAJCOM A1 staffs well informed.

5.3.4. Manage processes that are realigned and provide MAJCOM A1 and base-level staffs with information and “reachback” to successfully accomplish their missions as MP&S advisors to their respective commander.

5.3.4.1. Determine information required to be pushed to the MAJCOM A1s and FSS/CCs in a standardized manner.

5.3.4.2. Develop and field analytical and decision support tools designed to assist MAJCOM A1 and base-level staffs in their advisory roles. All decision support tools must be vetted through the SISWG and approved by AF/A1X.

5.3.4.3. Field procedures for MAJCOM A1s and FSS/CCs to quickly obtain information and/or analysis to support their respective commanders, when such information is not provided by other tools as directed above.

5.3.5. To the extent practicable, the FOAs will operate as integrated entities supported by technology and a commonality of systems/platforms to ensure transparent delivery of services and continuity of operations.

5.4. MAJCOM A1s will:

5.4.1. Realign their MAJCOM A1 and base-level MP&S organizational structures IAW Annex A of (and any future approved changes to) this PAD unless they receive an approved deviation. Where adequate facilities do not currently exist, they will be requested through the Facilities Utilization Board and/or programmed in the base master plan.

5.4.1.1. Structures will be flexible enough to accommodate both large and small MAJCOMs/bases, e.g., sections/flights can be combined while maintaining process integrity.

5.4.1.2. Structures will be able to accommodate command unique functions.

Basic Plan

HQ USAF PAD 07-11

15 February 2008

5.4.1.3. The new MAJCOM/A1 structures will be FOC NLT 31 Dec 07.

5.4.1.4. Regular Component Mission Support and Services squadrons will begin merging into a single squadron not earlier than 1 Jan 08 unless otherwise directed and all squadrons will have completed the reorganization NLT 31 Aug 09 unless a specific exception is approved.

5.4.1.4.1. A1X, in conjunction with A1S, A1M, MAJCOM A1s, AFMA, AFSVA and AFPC, will develop an implementation schedule for the new Force Support Squadron structure that will minimize the adverse impacts on our personnel. Once the schedule is approved by AF/A1, requests to deviate from it must be approved by A1X in coordination with A1S. Bases will not implement interim organizational structure changes in anticipation of the schedule.

5.4.2. Appoint an OPR to serve as the single POC for actions necessary to implement this PAD.

5.4.3. Work with MAJCOM A8s and wing staffs to crosswalk implementation issues and to assist in the development of PPLANs.


5.4.3.1. Develop an A1 annex to their respective MAJCOM's PPLAN describing detailed courses of action, milestones, and suspenses necessary to implement the new Manpower, Personnel and Services organizational structures.

5.4.3.2. Execute responsibilities as defined in the approved PPLAN.

6. EFFECTIVE DATE: This PAD is effective upon signature. FOC for MAJCOM A1 reorganization is Dec 07. All Regular Component Force Support Squadron mergers, to include consolidation of the 3S0s and 37Fs as outlined in this PAD, will occur by Aug 09.

7. OFFICE OF PRIMARY RESPONSIBILITY (OPR): The HQ USAF OPR for this PAD is AF/A1X. Any factor that could affect the implementation of this PAD should be identified and the OPR notified.

8. PUBLIC AFFAIRS GUIDANCE: All queries from the media and the general public should be sent to the Secretary of the Air Force, Office of Public Affairs (SAF/PA), AFMA/PA, AFPC/PA, AFRC/PA, AFSVA/PA, NGB-PA or the respective MAJCOM or wing Public Affairs Office.



T. Michael Moseley
General, USAF
Chief of Staff

Basic Plan
HQ USAF PAD 07-11
15 February 2008

ANNEX A**TO****HQ USAF PAD 07-11****MILESTONES AND CONCEPT****PAD 07-11 MILESTONES:**

ACTION	OPR	OCR	DATE(S)
Complete initial draft of PAD	AF/A1X		Jan 07
4-Ltr Coordination	AF/A1X		Feb 07
3-Ltr Coordination			Jun 07
2-Ltr/MAJCOM coordination complete			Nov 07
PAD sent to CSAF	AF/A1X		Nov 07
CSAF/SecAF approve PAD	AF/A1X		Nov 07
Send approved PAD to MAJCOMS	AF/A1X		Nov07
MAJCOMs complete PPLANs	MAJCOM A1s	AF/A1X	Dec 07
MAJCOM A1 Structure	MAJCOM A1s	AF/A1X	FOC Dec 07
Squadron Structure	MAJCOM A1s	AF/A1X	FOC Aug 09
Personnel Process Redesign	AFPC/ARPC/ NGB	MAJCOM A1s	On going
Total Force Service Centers	AF/A1X	AFPC; ARPC, NGB/A1, AFFSC	FOC Sep 10
DIMHRS Implementation	AF/A1X	AFPC, AFRC, NGB/A1	
Total Force Career Field Design	AF/A1X	AFRC, NGB/A1	May 08 (ANG) (AFRC)
Air Reserve Component MP&S Structures	AF/RE, AFRC; NGB/A1	A1X	Aug 09 (ANG)
Civilian Centralization	AF/A1X	AFPC, AFRC	FOC Sep 11
A1 Total Force Integration	AF/A1X	AF/RE; NGB/A1, AFRC	Sep 07
A1 Total Force Process Re-design	AF/A1X	AFRC	FOC Sep 12

Annex A – Milestones and Concepts

HQ USAF PAD 07-11

15 February 2008

APPENDIX I

TO

ANNEX A

HQ USAF PAD 07-11

MAJCOM A1 STRUCTURE

1. The transformation of the MAJCOM A1 occurs in three phases. The first phase “*transfers*” work from the MAJCOMs to the FOAs and more fully integrates Manpower, Personnel and Services functions at the MAJCOM level. The second phase “*transforms*” processes by fully integrating the transferred work with similar extant work and reengineering it to realize greater efficiencies. The third phase “*optimizes*” process efficiencies, FOA capabilities, and supporting technology implemented throughout Phases I and II by fielding new technologies and systems.

1.1. Phase I (Transfer): The realignment of numerous transactional and program oversight functions from the MAJCOMs to the FOAs will: 1) enable efficiencies as similar functions are consolidated and data is shared; 2) standardize the service provided to customers; and 3) streamline organizations. The FOAs will have principal responsibility for contact with individual customers to provide personnel information and accomplish personnel transactions; oversee base-level MP&S operations; and provide information and “reachback” support (e.g., information, analytical support, explanation/interpretation of existing guidance) to the MAJCOM A1s in all areas. MAJCOM A1 staffs will serve in an advisory capacity and act as program advocates in support of the MAJCOM Commanders. As a result, the size of the MAJCOM A1 staffs may be significantly reduced while maintaining a high level of quality support for the MAJCOM commanders.

1.1.1. Approximately 50% of the identified functions were realigned from MAJCOM A1 staffs to the three FOAs by 31 Dec 06. The majority of the remainder will be FOC in FY07. As a result of this transfer of workload, MAJCOMs will be able to reorganize as outlined in this PAD by Dec 07.

1.1.2. AF/A1X, A1M and FOA BPOs are working with Air Staff policy owners and MAJCOM A1s to finalize the transfer of manpower and personnel functions. Appropriate notification of transfer methods/timelines will be made by each FOA to the field.

1.1.3. AF/A1S, in conjunction with AFSVA and the MAJCOM/A1 staffs, is developing guidelines for effecting the reorganization and transfer of workload from MAJCOMs to AFSVA.

Appendix I – MAJCOM A1 Structure

Annex A – Milestones and Concepts

HQ USAF PAD 07-11

15 February 2008

MAJCOM/A1 staffs will provide inputs to AF/A1SR to assist in developing strategies for transferring the identified functions. The majority of specified workload and some of the resources for the identified functions will realign from MAJCOM/A1 staffs to AFSVA for consolidation of the function. AF/A1SR, in conjunction with AFSVA and the MAJCOM/A1 staffs will develop revised POM submissions for out-year allocations as required. In the interim the HAF/HR will work with MAJCOMs to under-allocate those authorizations identified for transfer to AFSVA, and AFSVA will have authority to over-allocate those authorizations to support the transfer of workload to the AFSVA. MAJCOM/FMs will work with the HAF/RM to process Military Interdepartmental Purchase Request (MIPR) dollars from MAJCOM to AFSVA to fund the salaries of the transferred authorizations.

1.2. Phase II (Transform): Reengineers MP&S functions at the FOAs and ensures they provide necessary reachback support to the MAJCOM A1s. Phase II will be FOC by the end of FY08.

1.2.1. Integrates the processes transferred from the MAJCOM A1 staffs with existing similar work at the FOAs, and reengineers total processes, using AFSSO21 techniques, to achieve maximum efficiency and effectiveness. Where appropriate, the FOAs will reorganize to ensure the timely completion of transactional workloads, the timely delivery of high-quality customer service, and the maintenance of significant expertise in all functional areas to provide required program management/oversight.

1.2.2. Fully develops the reachback capability at the FOAs by determining required information to be pushed to the MAJCOMs in a standardized manner, establishing a responsive mechanism for A1s to rapidly pull information to satisfy ad hoc CC inquiries, and fielding analytical and decision support tools designed to assist MAJCOM A1 staffs in their advisory roles.

1.3. Phase III (Optimize): Fields new technologies and systems to optimize process efficiencies, FOA capabilities, and supporting technology implemented throughout Phases I and II. Completes the transfer of MAJCOM A1 processes that could not be consolidated during Phase I as a result of systems limitations. Throughout Phase III, AF/A1 will explore strategic sourcing opportunities. Phase III will be FOC by the end of FY10.

2. Unless a MAJCOM has been designated as a lead command, its role in transactional work, customer service, and program oversight will be significantly reduced, allowing MAJCOM A1 personnel to focus on providing strategic advisory services to, and acting as advocates for, the MAJCOM commanders. AFMA, AFPC, and AFSVA will have principal responsibility for contact with individual customers to accomplish transactional work, respond to customer inquiries, oversee base-level operations, and provide information and “reachback” support to the MAJCOM A1s. This effort may result in the MAJCOM A1 staffs being significantly reduced while still maintaining the ability to provide quality MP&S support to the MAJCOM commanders.

Appendix I – MAJCOM A1 Structure

Annex A – Milestones and Concepts

HQ USAF PAD 07-11

15 February 2008

3. The MAJCOM/A1s will have the following divisions/offices: Personnel, Manpower and Organization, Services, and Readiness and Integration (Division or Office), plus a Senior Leader Management office. The following charts show the transformed MAJCOM A1 organizational structure (including office symbol codes (OSCs)), *which are updated per Change 1*.

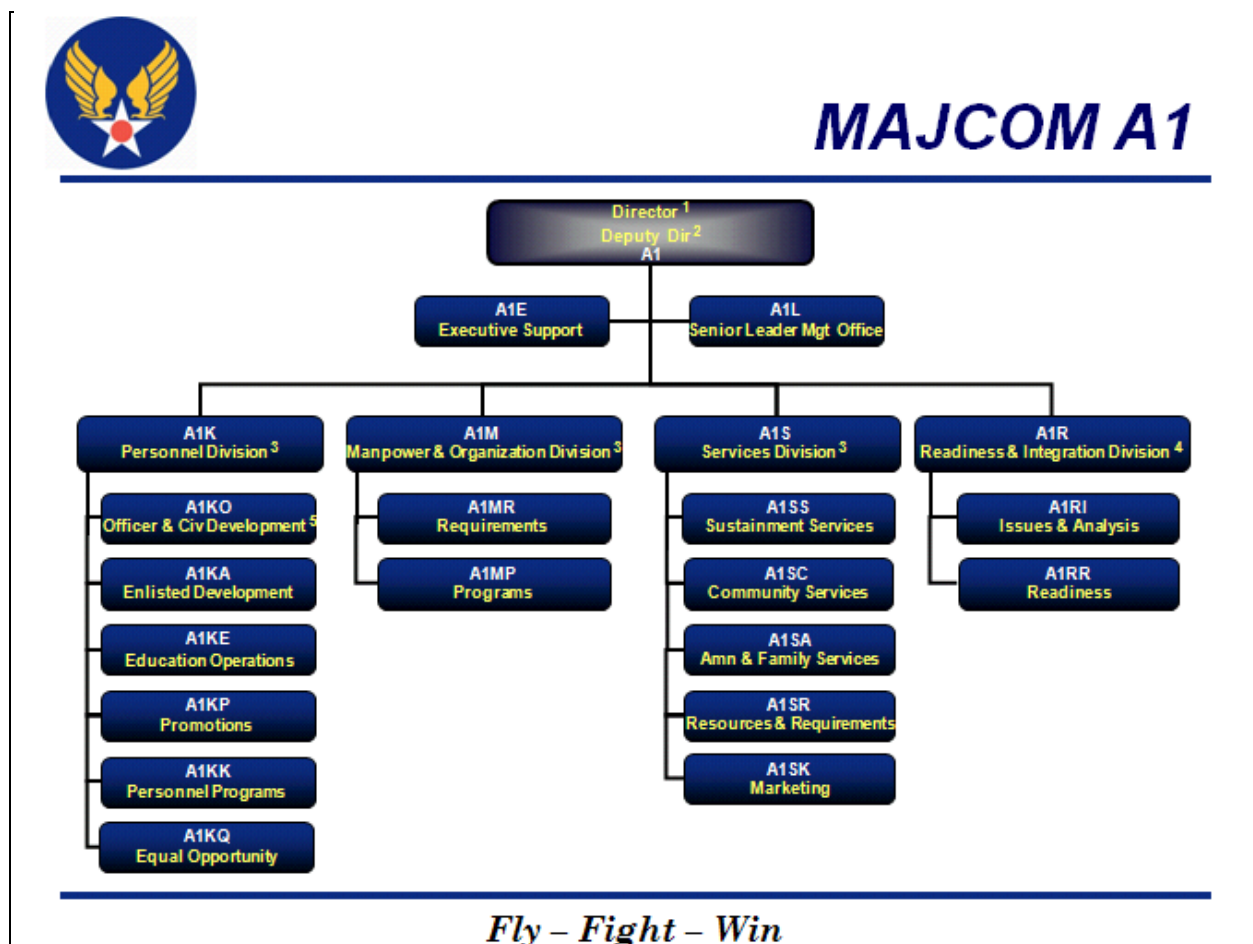
Appendix I – MAJCOM A1 Structure

Annex A – Milestones and Concepts

HQ USAF PAD 07-11

15 February 2008

3.1. MAJCOM/A1

**Notes:**

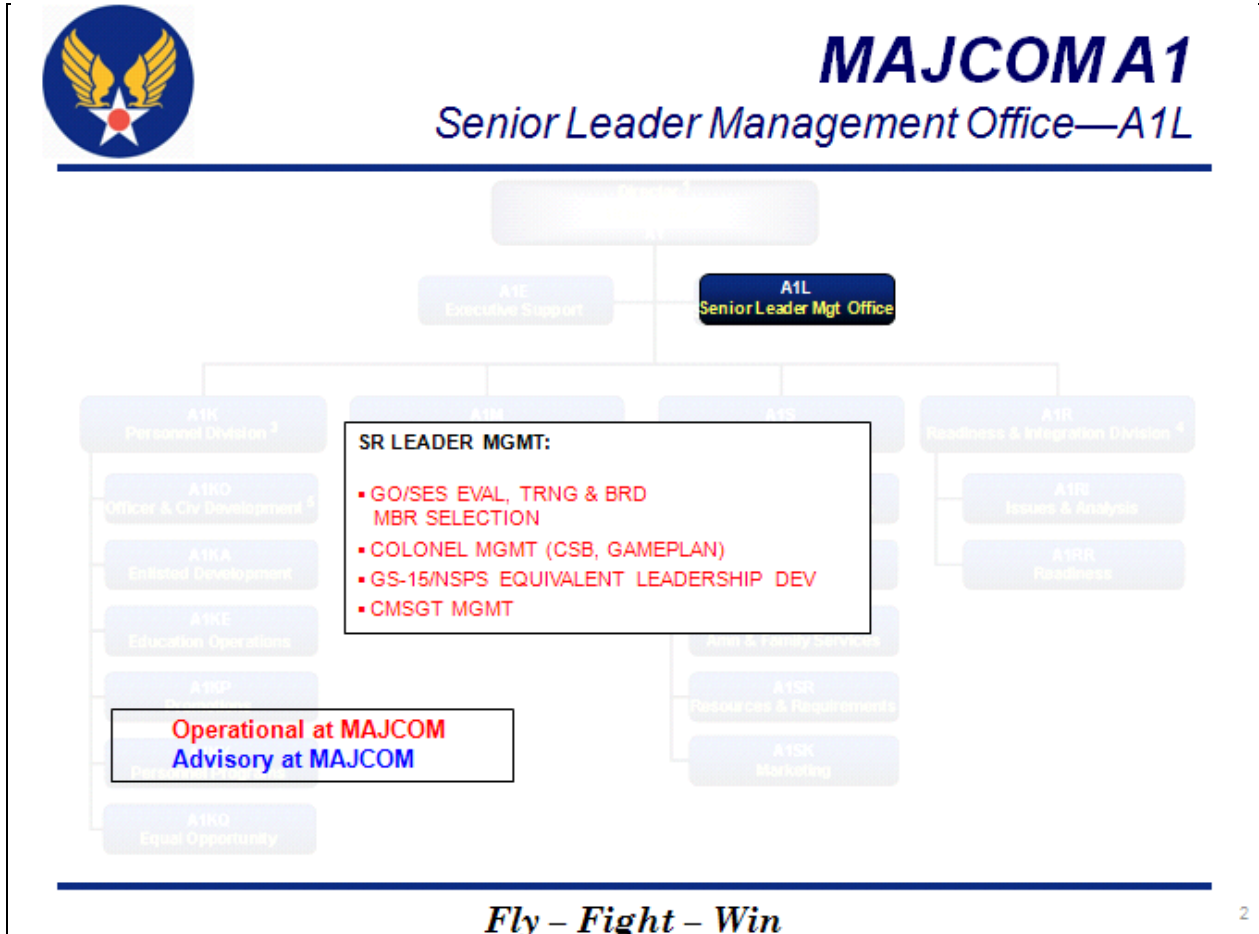
- 1: The MAJCOM A1 will also be dual-hatted as the EO Director and will be the key advisor to MAJCOM CC on all EO-related matters.
- 2: Deputy is dual hatted as Deputy A1/C-NAF A1 for AETC and AMC
- 3: Deputy Division Chiefs are not automatically authorized. However, if the division is large and complex enough and the MAJCOM has available resources, they can have deputy positions.
- 4: This branch could be split if the size of the civilian population warranted
- 5: The MAJCOM has the option of making the Readiness and Integration an office reporting to the A1 rather than a 'Division' without requesting a deviation. This might be especially applicable for MAJCOMs with C-NAF organizations.

Appendix I – MAJCOM A1 Structure**Annex A – Milestones and Concepts**

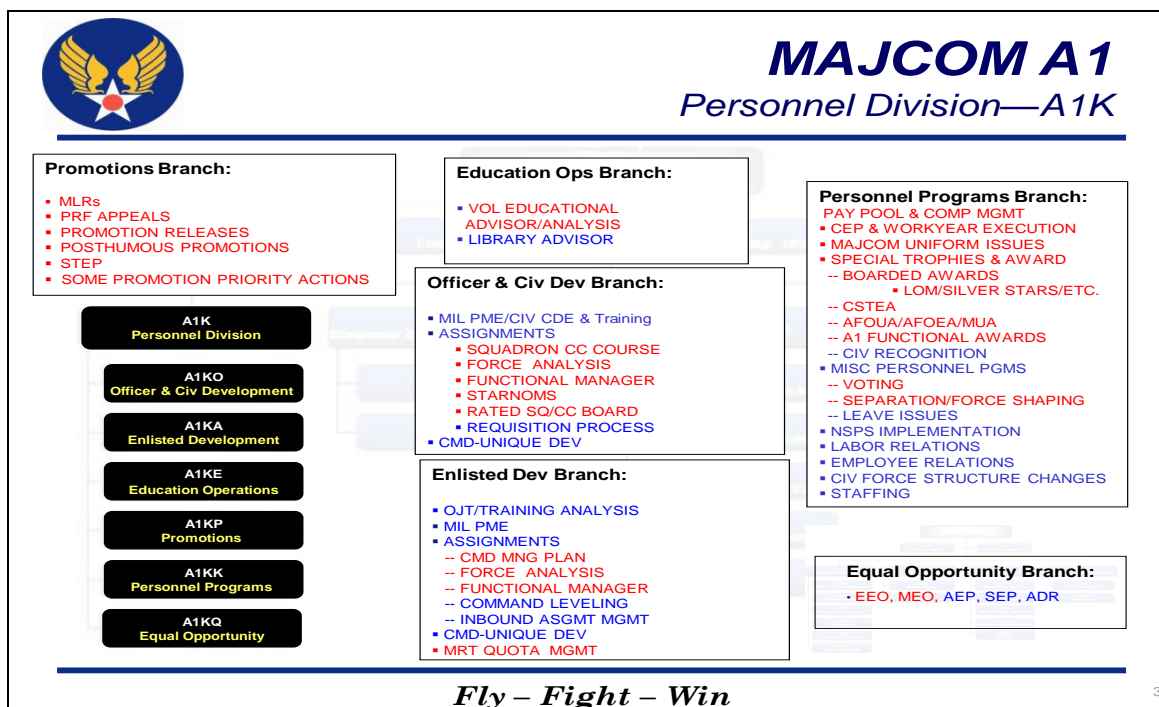
HQ USAF PAD 07-11

15 February 2008

3.2. Senior Leader Management Office:



Appendix I – MAJCOM A1 Structure
Annex A – Milestones and Concepts
HQ USAF PAD 07-11
15 February 2008

3.3. *Personnel Division:**Notes:*

1: EO is a branch (A1KQ) in the Personnel Division which facilitates combining AF EEO and MEO as well as combining EEO/MEO with the AF Affirmative Employment, Special Emphasis Programs, and the diversity programs. If possible and if practical, "Sexual Assault Response Coordinator (SARC) should collocate in AIS."

MAJCOM UNIQUE WORKLOAD:

AETC—Special duty assignments (officer & enlisted); OTA management (TBD); CONUS NCOA oversight; Centralized TA Mgmt

PACAF—NCOA oversight

USAFE—USAFE University; NCOA oversight; HQ USAFE Library Service Center (LSC)

AFMC—Acquisition Professional Development Program branch; Separate Officer and Civilian Development branches

AFSPC—Acquisition Professional Development Program branch; Space Professional Development branch

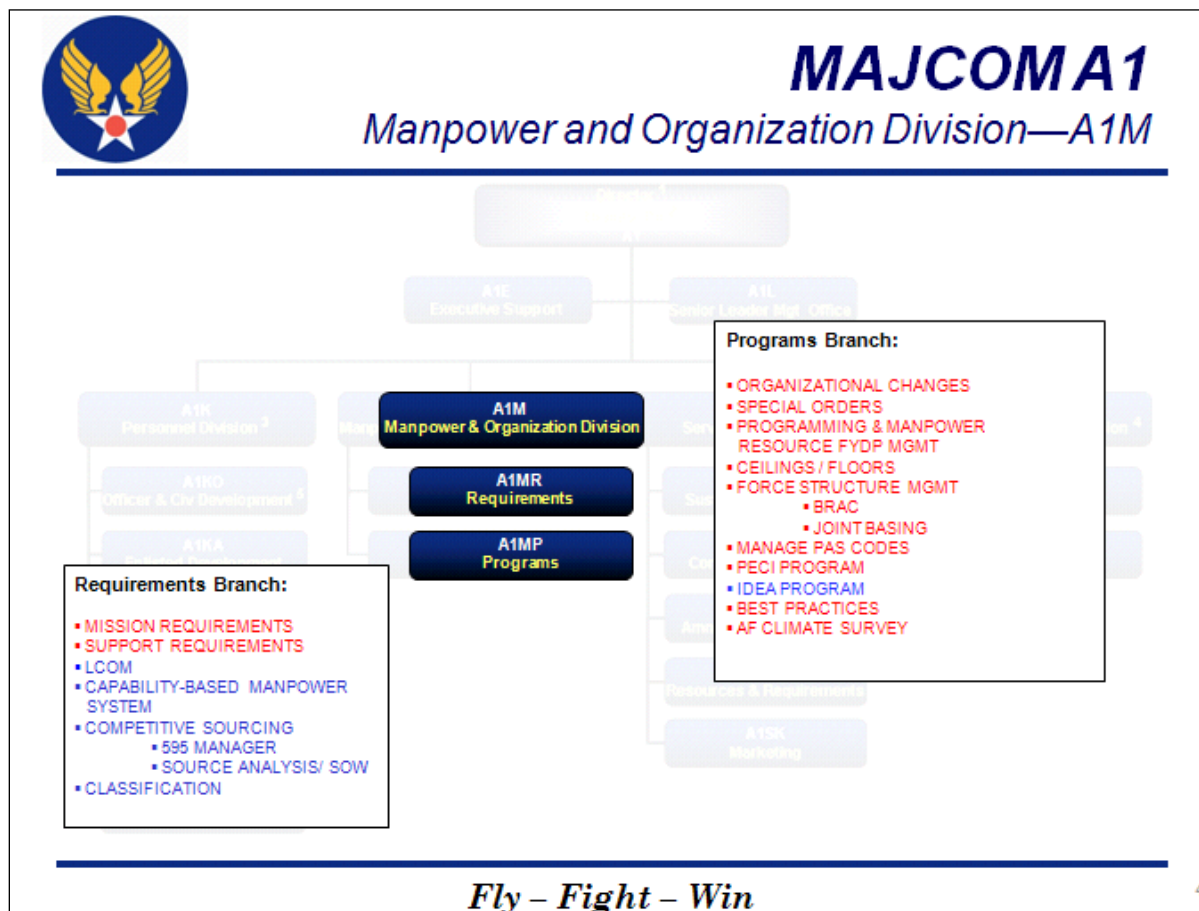
ACC—Library resource center oversight, central reference capability

Appendix I – MAJCOM A1 Structure**Annex A – Milestones and Concepts**

HQ USAF PAD 07-11

15 February 2008

3.4. *Manpower and Organization Division:*



Notes:

MAJCOM UNIQUE WORKLOAD:

AETC—Technical training requirements

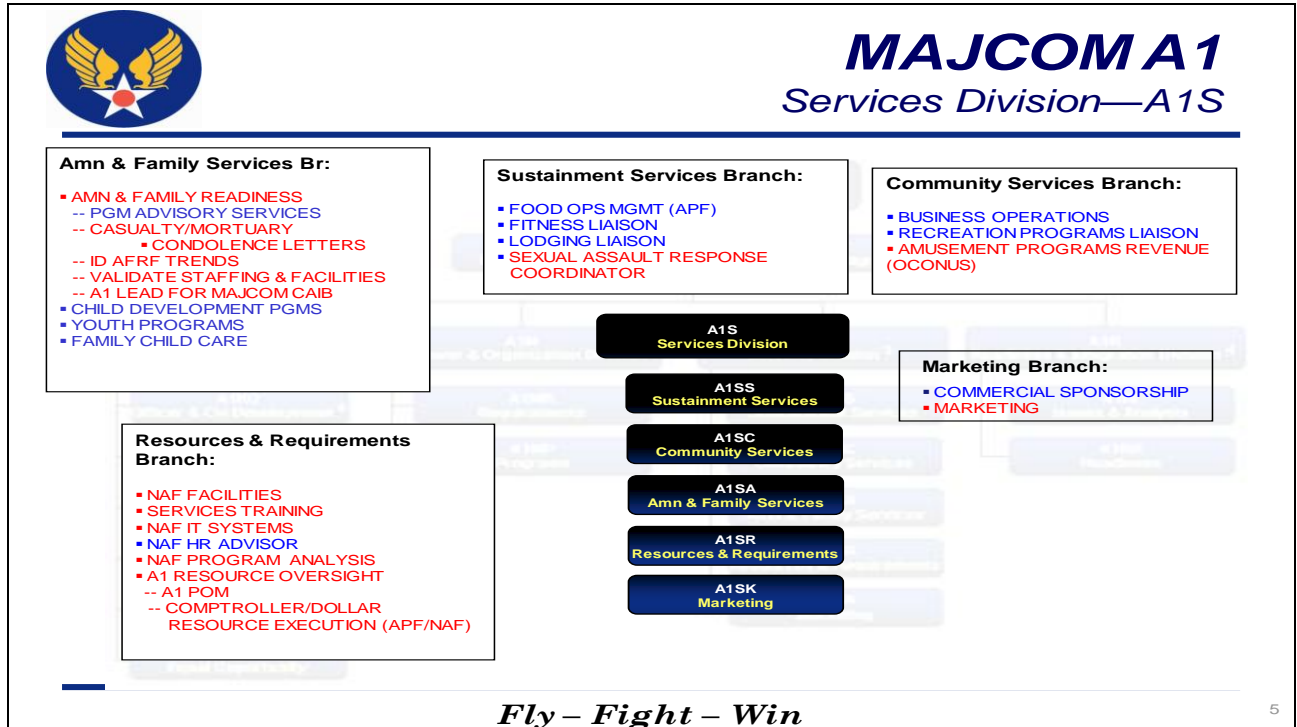
Appendix I – MAJCOM A1 Structure

Annex A – Milestones and Concepts

HQ USAF PAD 07-11

15 February 2008

3.5. *Services Division:*



Notes:

1: If possible and if practical, Sexual Assault Response Coordinator (SARC) should collocate in A1S.

MAJCOM UNIQUE WORKLOAD:

AETC—Services Competitive Sourcing

USAFE & PACAF – DoDDs Schools; USAFE has a local national APF authorization for a Command Chef

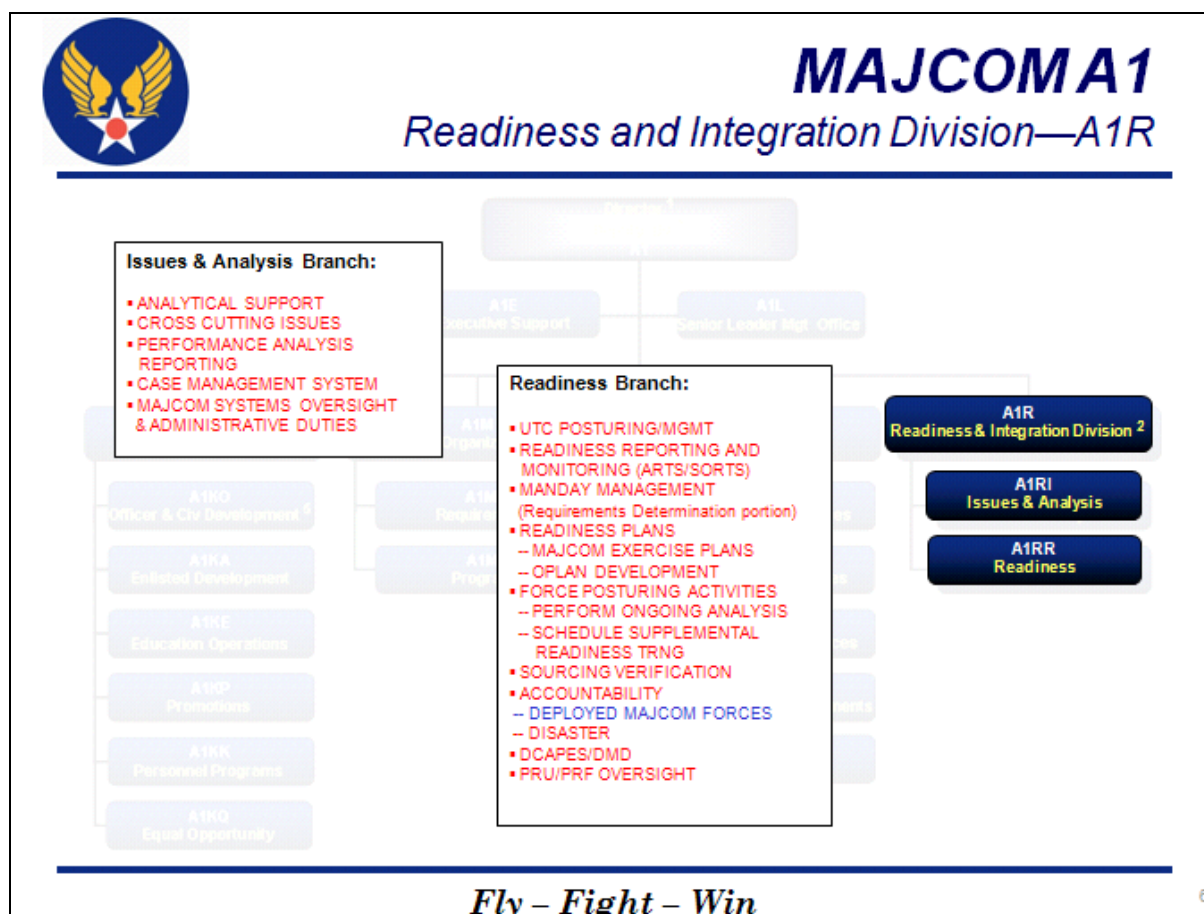
AFMC – Base Restaurants

Appendix I – MAJCOM A1 Structure

Annex A – Milestones and Concepts

HQ USAF PAD 07-11

15 February 2008

3.6. *Readiness and Integration Division:**Notes:*

1: Analysis capability is considered a distinct function from the functional system managers data retrieval function which is maintained in the functional area. Analyst function may include program analysts or operations research analysts typically responsible for the development or extraction of program data for the purpose of study and analysis. Results of such analysis are normally applied to mission-related functions across the command.

2: The MAJCOM has the option of making the Readiness and Integration an office reporting to the A1 rather than a 'Division' without requesting a deviation. This might be especially applicable for MAJCOMs with C-NAF organizations.

Appendix I – MAJCOM A1 Structure**Annex A – Milestones and Concepts**

HQ USAF PAD 07-11

15 February 2008

APPENDIX II

TO

ANNEX A

HQ USAF PAD 07-11

SQUADRON STRUCTURE (REGULAR COMPONENT)

1. The transformation of the squadron structure began with a test of different Mission Support Squadron (MSS) configurations and has incorporated the ongoing SSPP efforts. Phase I of the MSS test was conducted from Oct 2005 through Mar 2006 at three bases: Hickam AFB, McConnell AFB and Malmstrom AFB. Each MSS organization was realigned by consolidating seven flights into five. The Phase II (initially planned for Sep 06) goal was to further consolidate into four flights. The integration with Services delayed the original schedule in order to examine complementary MP&S processes for possible integration and include Services in Phase II of the test. Seven MP&S areas (library/education; casualty/mortuary; family matters/ family programs; readiness; quality of life/recreation; non-appropriated/ appropriated fund civilian personnel; and protocol/execs) were identified for possible integration, and a series of IPTs (Fall 06) examined these areas and recommended some for collocation, some for merger, while protocol/executive support were recommended to remain as is.

1.1. The inclusion of personnelists in the Commander Support Staff (CSS) (with the arrival of the PCIII system) gave commanders and squadron customers more direct, convenient Personnel support. However, the prospect of significantly decreased manning levels due to PBD720 generated reorganization discussions, and a CSS IPT was held 14-16 Aug 06 to determine the best way forward. The IPT's recommendation was to centralize the CSS in the Force Support Squadron. As a result, the PAD directs all CSS authorizations (3S0) be centralized into a single Military Personnel Section (MPS) working for the Manpower & Personnel Flight in the FSS to implement a new Base-level Service Delivery Model (BLSDM). Details for implementing BLSDM will be provided in a separate CONOPS. Depending on the number of 3S0 authorizations available and the size/dispersal of the serviced population, the MPS can be organized into multiple satellite operations designed to better support the base population. The establishment of a satellite operation must be approved by the MAJCOM A1M.

Table A.1: Positions to consolidate under BLSDM



Positions to Transfer
(Appr).xls

Appendix II – Squadron Structure (Regular Component)

Annex A – Milestones and Concepts

HQ USAF PAD 07-11

15 February 2008

1.2. The squadron level transformation comprises the reengineering of workload and the merger of MP&S functions into a single squadron. This reengineering occurs in two phases and over several years with the initial stage focusing on consolidating and enhancing transactional capabilities and communicating change. Follow-on transformational stages will see the implementation of shared service integration and Defense Integrated Military Human Resources System (DIMHRS) implementation, a continuous improvement and dependency of web-based service capabilities, and enhanced levels of service delivery capabilities. The new structure tries to make the best alignment of residual A1 functions after they have been transformed while recognizing the integration of MP&S.

2. The new Squadron will be named the Force Support Squadron and will contain five flights: Manpower & Personnel Flight, Sustainment Services Flight, Airman and Family Services Flight, Force Development Flight, and Community Services Flight. In addition to the commander (director, if civilian), the squadron will also include a deputy, an operations officer, command staff (e.g., first sergeant), and a Resource Management office. This structure is being tested at six locations which could lead to minor adjustments. The following charts show the squadron structure that will be appropriate for the majority of Air Force bases, *(including office symbol codes (OSCs)), which are updated per Change 1)*. As Joint Basing matures and the residual Air Force structure at those bases where the Air Force is a tenant is better defined, the FSS structure will be modified as appropriate for those bases.

2.1. Eliminates the Personnel Support Section and elevates the Civilian Personnel (FSMC), NAF HR (FSMH), and Military Personnel (FSMP) elements to sections working directly for the Manpower & Personnel Flight Chief (FSM). All three sections are independent equal sections but should be collocated where possible to leverage possible synergies (per Change 1).

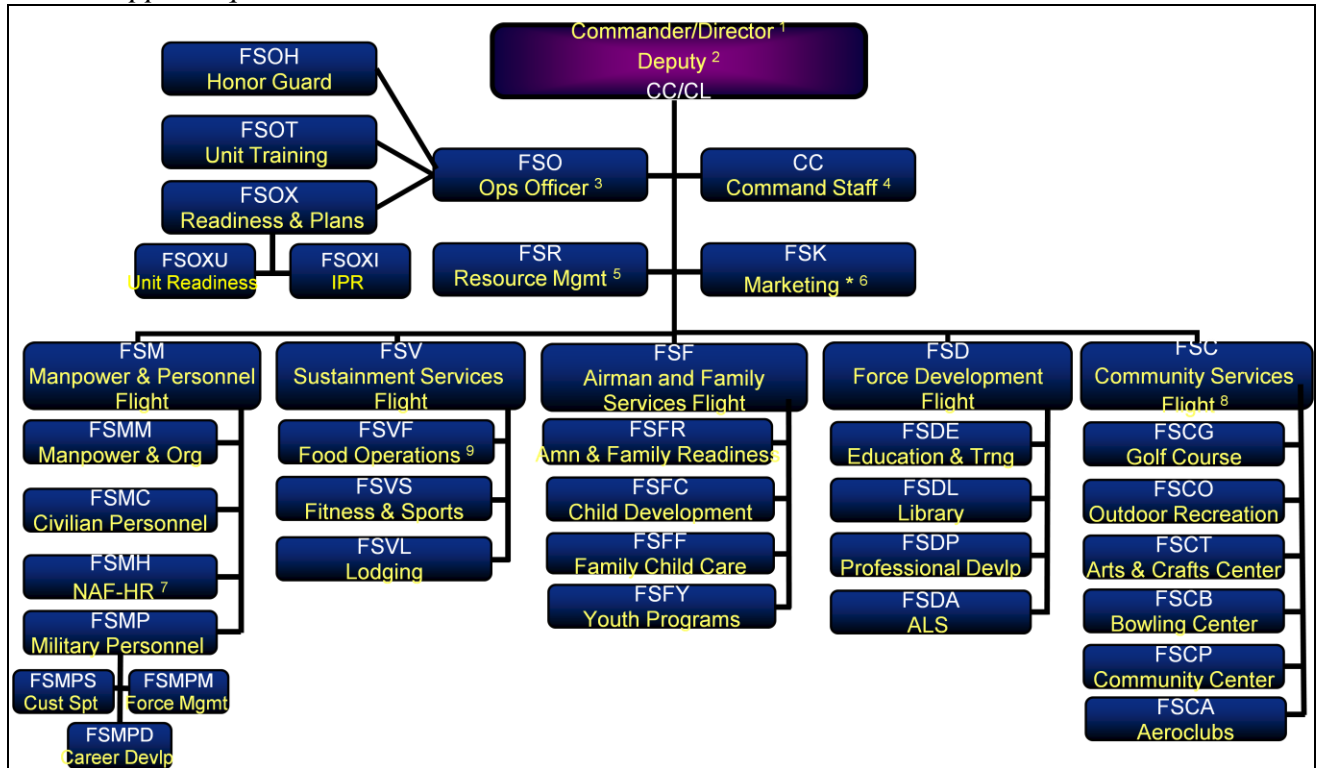
Appendix II – Squadron Structure (Regular Component)

Annex A – Milestones and Concepts

HQ USAF PAD 07-11

15 February 2008

2.1. Force Support Squadron:



Notes:

1:1: In the case of a civilian-led unit, the chain of command is maintained by having it reside with first military unit commander above the civilian-led unit. Since civilian leaders can not use an Office Symbol Code (OSC) or Functional Address Symbol (FAS) of CC (commander), use CL as the OSC and FAS for the civilian leader of the FSS. Additional guidance on civilian unit leadership is contained in AFI 38-101, Air Force Organization, and AFI 51-604, Appointment to and Assumption of Command.

1:2: The Commander/Director or Deputy will be designated as the Mortuary Officer (per Change 1). If not available, this duty can be delegated to a field grade officer or civilian equivalent.

1:3: In cases where the FSS is civilian led by a Director (CL), the Deputy will be a military member and the OPSO (FSO) will be civilian. In cases where the FSS is military led (CC), the deputy will be civilian and the OPSO will be military.

Appendix II – Squadron Structure (Regular Component)

Annex A – Milestones and Concepts

HQ USAF PAD 07-11

15 February 2008

2: In addition to sharing with the Commander/Director the full scope of responsibility for directing the activities of the Squadron, the Deputy is responsible for:

- All initiatives/issues associated with Appropriated Fund (APF) and Nonappropriated Fund (NAF) facilities construction*
- All initiatives/issues related to squadron personnel, to include relations with local bargaining unit representatives, etc.*
- Providing oversight to Marketing program*
 - Conduct Research (surveys/focus groups)*
 - Create Marketing Plans (write and/or advise)*
 - Manage Commercial Sponsorship Program*
 - Conduct Promotions (both activity-specific and unique sales events)*
 - Administer Advertising (various media)*
 - Administer Publicity (work with Public Affairs and other local publicity venues)*

3: Operations Officer (OPSO): Authorized at every squadron, the OPSO is third in charge behind the commander/director and deputy. In addition to overseeing the Unit Training and Readiness & Plans Offices, the OPSO is focused on day-to-day squadron operations, e.g., suspense response, problem solving. In this capacity, the OPSO may logically also be in charge of activities such as IG preparation, major inspections and internal squadron awards.

4: The command staff consists of the secretary/administrative support staff, First Sergeant (where authorized) and a squadron superintendent (in most cases either CMSgt or SMSgt). Squadron superintendents are authorized for each FSS.

5: The Resource Management Office (FSR) (changed from Financial Management per Change 1), which reports to the Commander/Director and supports the entire FSS, is responsible for the following:

5.1: Financial Management

- Managing both APF & NAF dollars, to include NAF payroll*
- Acting as both APF & NAF resource advisor*
- Designated custodian for NAF funds*
- NAF warranted contracting officer*
- Designated interface with APF contracting function*
- Holding and managing NAF government purchase card; manage APF government purchase card program*
- Point of contact/manager for both APF & NAF special morale & welfare programs*
- Managing unit funds and isolated unit funds programs*
- Conducting process oversight and maintain records for NAF Councils*
- Conducting business analysis*
- POC for NAF audits*
- Overseeing payroll/accounting and problem-solving*

Appendix II – Squadron Structure (Regular Component)

Annex A – Milestones and Concepts

HQ USAF PAD 07-11

15 February 2008

- *Managing internal control program*
- *Liaison with Comptroller NAF Financial Analyst (NAFFA)*
- 5.2. *Private Organizations*
- 5.3. *Logistics/Property Management*
 - *Managing APF & NAF property*
 - *Managing APF & NAF vehicles*
 - *Managing Transportation Account Code (TAC) and DoD Activity Account Code (DODAAC) issues*
 - *Interfacing with Defense Reutilization and Marketing Office for APF equipment/property*
 - *Conducting sales for NAF equipment/property*
 - *Managing/monitoring APF Reports of Survey and NAF Inquiries & Investigations*
- 5.4: *IT Systems Support across the FSS (per Change 3)*
 - *Managing DCPDS, Lodging Touch, Corporate Food Service & all other Services APF & NAF Systems*
 - *Managing Retrieval Products*
 - *Installing new computers (basic install) and upgrade FSS-specific hardware as required*
 - *Implementing FSS-specific software updates (either pushed or pulled)*
 - *Maintaining central repository of FSS-specific systems/upgrades/manuals/etc.*

6: *Marketing works for the deputy and supports the entire FSS, both NAF and APF activities by:*

- *Conducting Research (surveys/focus groups)*
- *Creating Marketing Plans (write and/or advise)*
- *Managing Commercial Sponsorship Program*
- *Conducting Promotions (both activity-specific and unique sales events)*
- *Administering Advertising (various media)*
- *Administering Publicity (works with Public Affairs and other local publicity venues)*

7: *The NAF human resources programs, where possible, will be physically co-located with the Military and APF Civilian personnel programs in the Manpower & Personnel Flight to provide the optimal utilization of resources.*

8: *The following activities generally fall under an existing 4-digit activity listed in the Community Services Flight although exceptions may exist due to scope of operations or location: Auto Hobby Center, ITT, Vet Clinic, Marinas, Rod & Gun Clubs, Stables, Recreation Annexes etc. These activities can use a subordinate 5-digit OSC where appropriate. Units have local discretion to determine these 5-digit OSCs.*

9.1: *The following are under the Sustainment Services Flight in the Food Operations section:*

- *Appropriated fund food service*

Appendix II – Squadron Structure (Regular Component)

Annex A – Milestones and Concepts

HQ USAF PAD 07-11

15 February 2008

- *Airman Dining*
- *Essential Station Messing*
- *Prime Vendor*
- *Food & Beverage Operations*
- *Clubs*
- *Club annexes*
- *Casual/Formal Dining*
- *Banquet/Catering Operations*
- *Stand-alone NAF food operations*

9.2: Food operations tied directly to an activity (i.e. golf course, bowling center, outdoor recreation, etc.) will remain under the activity and under the Community Services Flight.

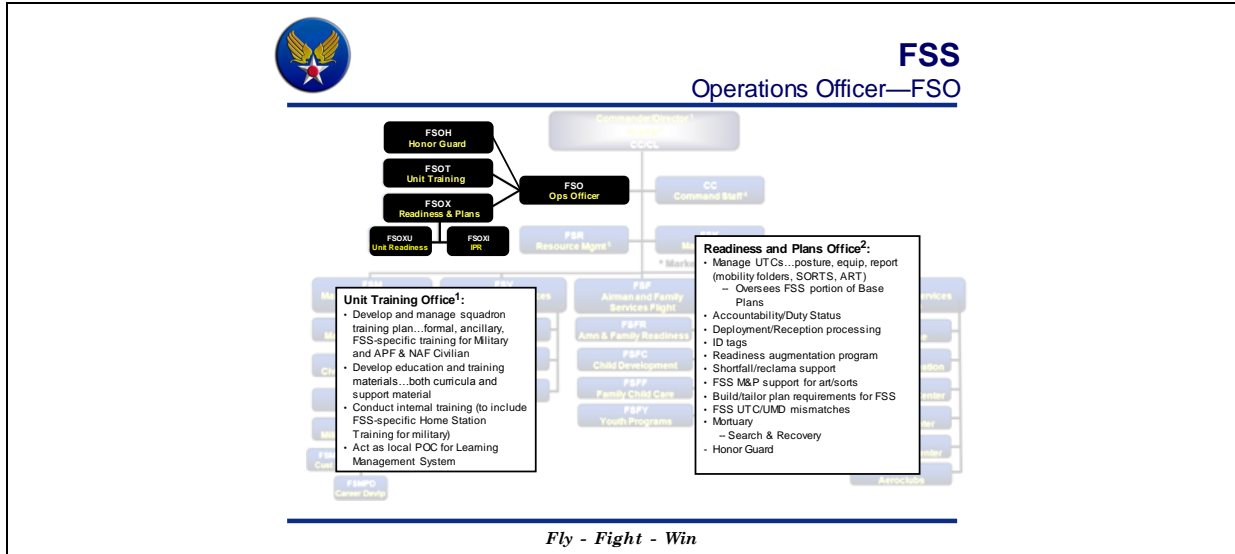
Appendix II – Squadron Structure (Regular Component)

Annex A – Milestones and Concepts

HQ USAF PAD 07-11

15 February 2008

2.2. Operations Officer (OPSO):



Notes:

1: *Unit Training Office: The Unit Training Office manages/oversees training needs for all military and NAF/APF civilian employees in the FSS.*

2: *Readiness and Plans Office:*

2.1. *The Readiness and Plans Office is responsible for installation force accountability to provide accurate visibility of assigned Airmen. The Office also 1) provides Manpower, Personnel, and Services inputs to installation contingency plans, 2) develops and implements deployment and reception programs and processes supporting military and federal employees during contingency and crisis operations and 3) ensures unit authorizations support UTC manpower and MISCAP requirements. Federal civilians will be designated as Key Employees (Emergency Essential for OCONUS). Mortuary will be in FSOX and will be the lead in conducting S&R to include managing S&R/Field Mortuary training and respective equipment to meet both in-garrison (“real world” incident or CEMP) and deployed (AEF) requirements.*

2.2. *The Readiness and Plans Office contains two parts: Unit Readiness (FSOXU) and Installation Personnel Readiness (FSOXI).*

2.2.1. *FSOXU focuses internally and encompasses the UDM (manages staffing/readiness for all of the FSS UTCs), WRM & unit deployable equipment*

Appendix II – Squadron Structure (Regular Component)

Annex A – Milestones and Concepts

HQ USAF PAD 07-11

15 February 2008

management, and the FSS portion of base plans (e.g., IGESP, OPLANS, CONPLANS, NEO, Homeland Security).

2.2.2. FSOXI is externally focused and is comprised of those functions formerly in the PRF. It is augmented by a Manpower Readiness expert when required. In addition FSOXI, A&FR and Casualty will augment the FSOX who will manage S&R/Field Mortuary training and respective equipment to meet both in-garrison ("real world" incident or Comprehensive Emergency Management Plan (CEMP)) and deployed (AEF) requirements.

2.3. Per Para 1.5.4. of AFI 10-403, Installation Personnel Readiness (FSOXI) will be co-located with the IDO in the Installation Deployment Readiness Cell (IDRC) unless a waiver is granted.

2.4. The Honor Guard should be aligned under the Operations Officer (FSO) in the Honor Guard (FSOH) section.

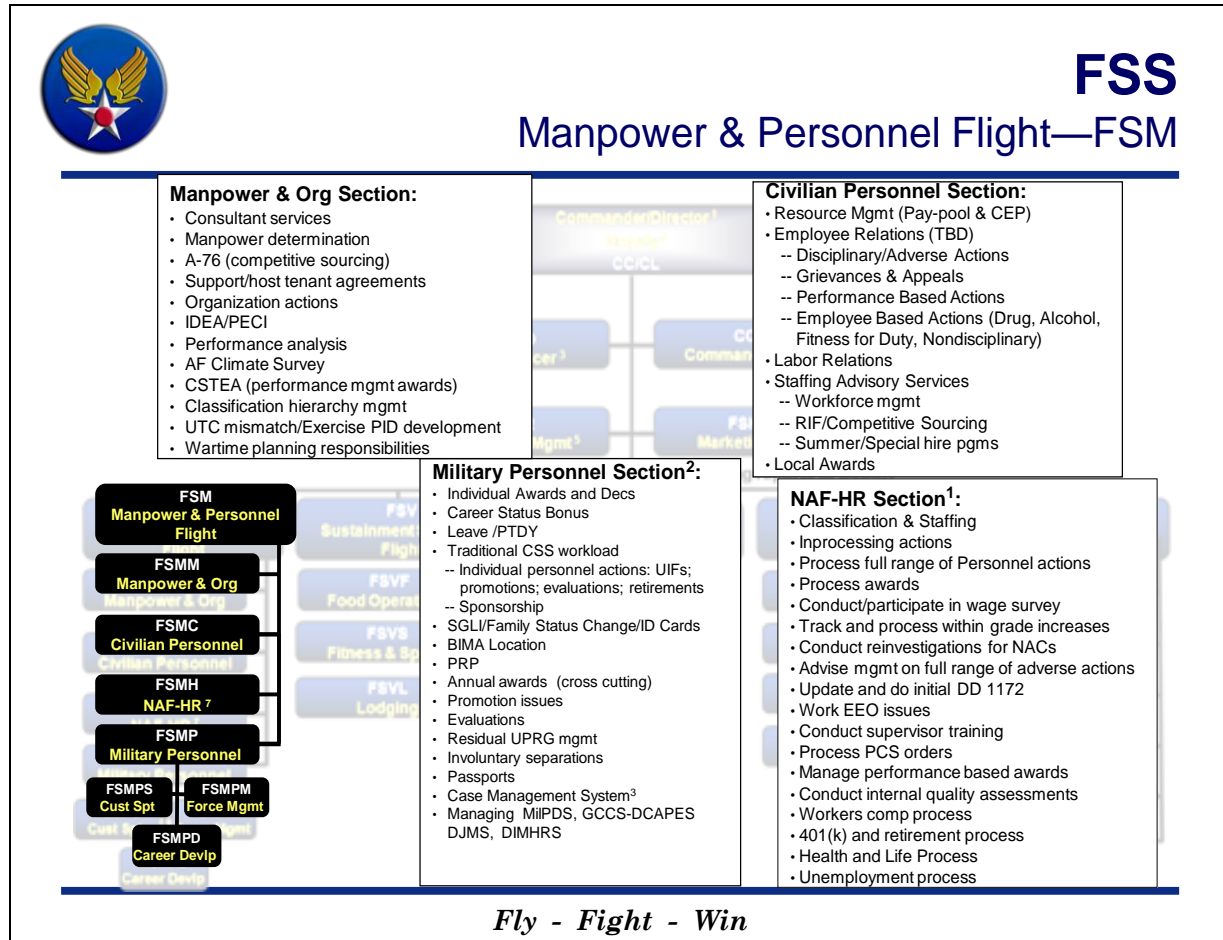
Appendix II – Squadron Structure (Regular Component)

Annex A – Milestones and Concepts

HQ USAF PAD 07-11

15 February 2008

2.3. Manpower & Personnel Flight:



Notes:

1: The NAF human resources programs will be physically co-located with the Military and APF Civilian personnel programs in the Manpower & Personnel Flight to provide the optimal utilization of resources. (per Change 1)

2: Squadron CSS authorizations (AFS 3S0) will be centralized in the Military Personnel Section of the Manpower & Personnel Flight under the Base Level Services Delivery Model (BLSDM) concept. The section will be organized into three elements: Customer Support, Career

Appendix II – Squadron Structure (Regular Component)

Annex A – Milestones and Concepts

HQ USAF PAD 07-11

15 February 2008

Development, and Force Management. Depending on the number of 3S0 authorizations and the size/dispersal of the serviced population, the Military Personnel Section could have multiple satellite operations. This is detailed in a separate BLSDM CONOPS.

3: Manages base-level personnel data systems including MilPDS, GCCS, DCAPES, DJMS; manages associated retrieval products; manages FSS portion of the Case Management System, either as the primary or alternate, along with the Military Personnel Section; installs new upgrades to MPS-specific software updates for personnel systems; maintains central repository of system upgrades, manuals, etc.

4: AETC Technical Training bases may require an additional section for student actions/relocations/assignments since the student processing mission is not moving from Technical Training bases to AFPC.

5. The Manpower and Organization Section (FSMM) has Direct Liaison Authorized (DIRLAUTH) or coordination authority with HQ AFMA, to include the Manpower Requirement Squadrons/Flights, and their respective MAJCOM AIM, and wing/group and other squadron cc for the purposes of receiving/commenting/sending Air Force and/or MAJCOM level study data and information. That authority granted by a commander (any level) to a subordinate to directly consult or coordinate an action with a command or agency within or outside of the granting command. Direct liaison authorized is more applicable to planning than operations and always carries with it the requirement of keeping the commander granting direct liaison authorized informed. Direct liaison authorized is a coordination relationship, not an authority through which command may be exercised is also called DIRLAUTH.

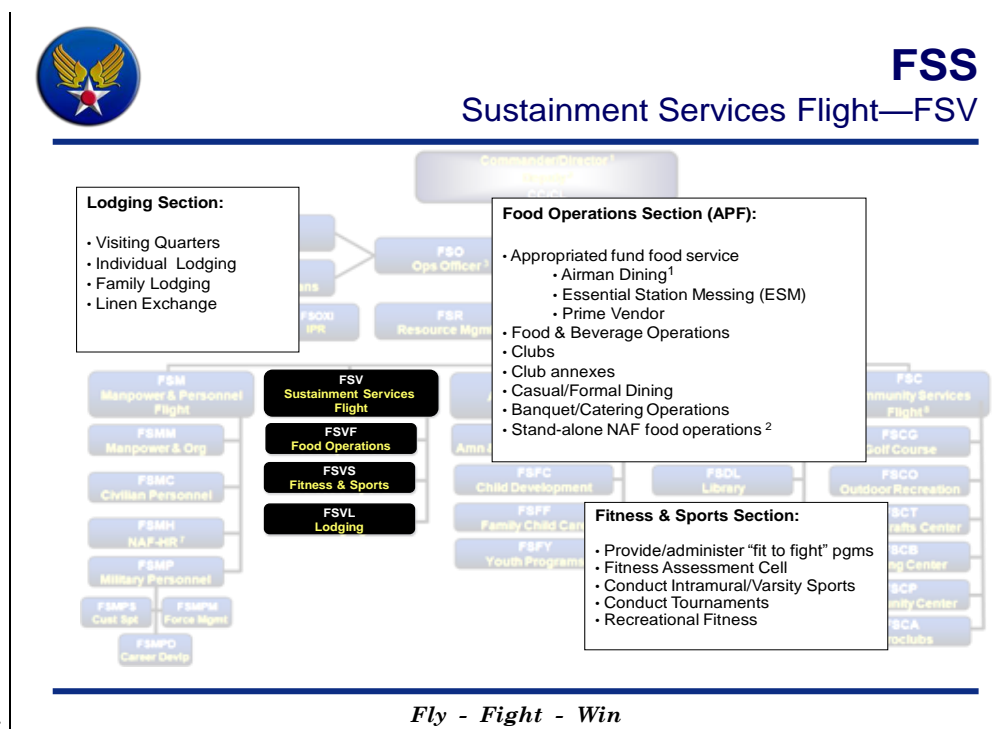
Appendix II – Squadron Structure (Regular Component)

Annex A – Milestones and Concepts

HQ USAF PAD 07-11

15 February 2008

2.4. Sustainment Services Flight:



1: All Dining is part of an ongoing Food Service Transformation study; in this initiative, all APF and NAF food and beverage operations will eventually merge under a single manager.

2: The following functions are under the Sustainment Services Flight in the Food Operations section: Appropriated fund food service (Airman Dining, Essential Station Messing, and Prime Vendor); Food & Beverage Operations; Clubs; Club annexes; Casual/Formal Dining; Banquet/Catering Operations; and Stand-alone NAF food operations.

3: Food operations tied directly to an activity (i.e. golf course, bowling center, outdoor recreation, etc.) will remain under the activity and under the Community Services Flight.

4: Fitness and Wellness (FSVS) under the Sustainment Services Flight (SFV) is called Fitness & Sports to more accurately reflect that section's responsibilities and avoid conflict with other base activities responsible for wellness (per Change 1).

5: Fitness Assessment Cell was added to the Fitness & Sports section (FSVS) within the Sustainment Services Flight (FSV) (per change 3).

Appendix II – Squadron Structure (Regular Component)

Annex A – Milestones and Concepts

HQ USAF PAD 07-11

15 February 2008

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Appendix II – Squadron Structure (Regular Component)

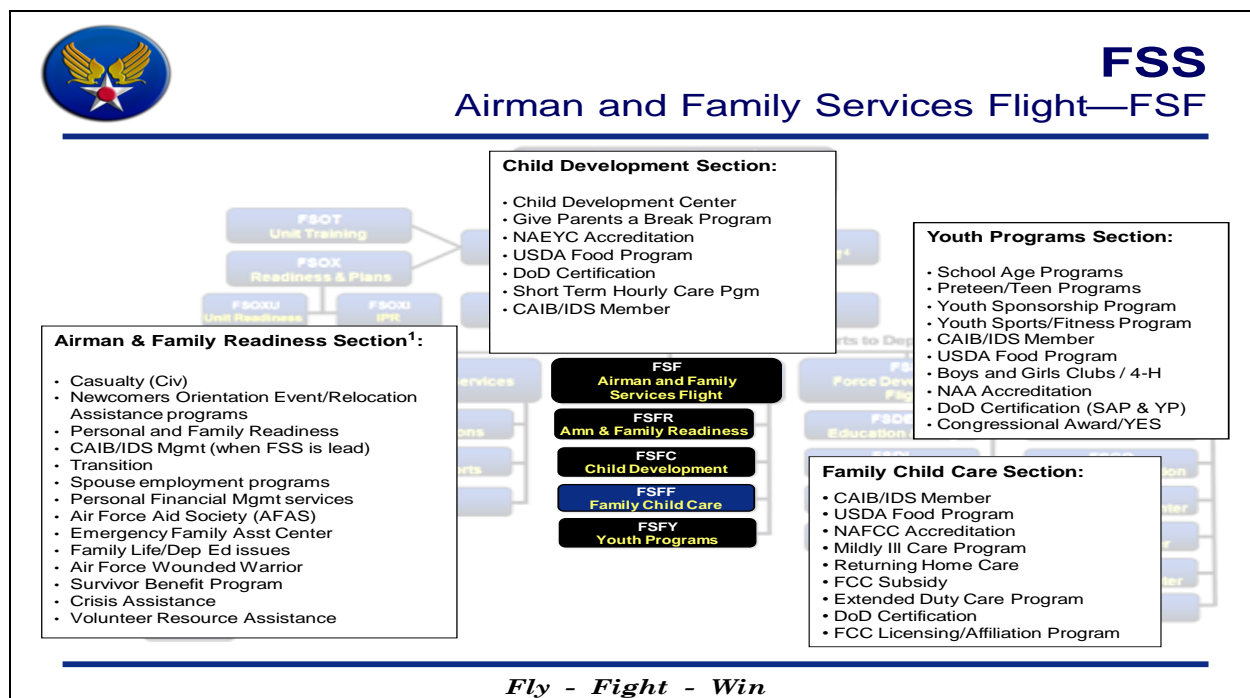
Annex A – Milestones and Concepts

HQ USAF PAD 07-11

15 February 2008

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2.5. *Airman and Family Services Flight:***Notes:****1: Airman & Family Readiness (FSFR):**

1.1. FSFR will have overall responsibility for all Casualty functions conducted by the FSS with the Casualty individuals being the section SMEs. If feasible, FSS/CCs have the opportunity to co-locate the Mortuary Technician and the Casualty Assistance Representative (CAR) Functions in A&FR at their discretion if it provides optimal utilization of resources. Upon implementation of the base Comprehensive Emergency Management Plan (CEMP), the chief activates the Emergency Family Assistance Control Center which is comprised primarily of FSFR staff, augmented by other agencies IAW AFI 36-3009, attachment 3. The Casualty SMEs will be supported by the CAS Team which will be comprised primarily of PERSCO members assigned to the CAS Team (primarily in FSMP) and members of FSOXI. In addition to providing alternates for the AFRS in garrison support, the CAST/PERSCO Team handles casualties in a deployed environment. FSOX will be lead in conducting S&R to include managing S&R/Field Mortuary training and respective equipment to meet both in-garrison (“real world” incident or CEMP) and deployed (AEF) requirements.

Appendix II – Squadron Structure (Regular Component)**Annex A – Milestones and Concepts**

HQ USAF PAD 07-11

15 February 2008

1.2. FSFRs world-wide will provide information on emergency preparation and will support non-combatants through the NEO/Repatriation process.

1.3. A&FR will plan, organize and coordinate the installation newcomer's orientation event.

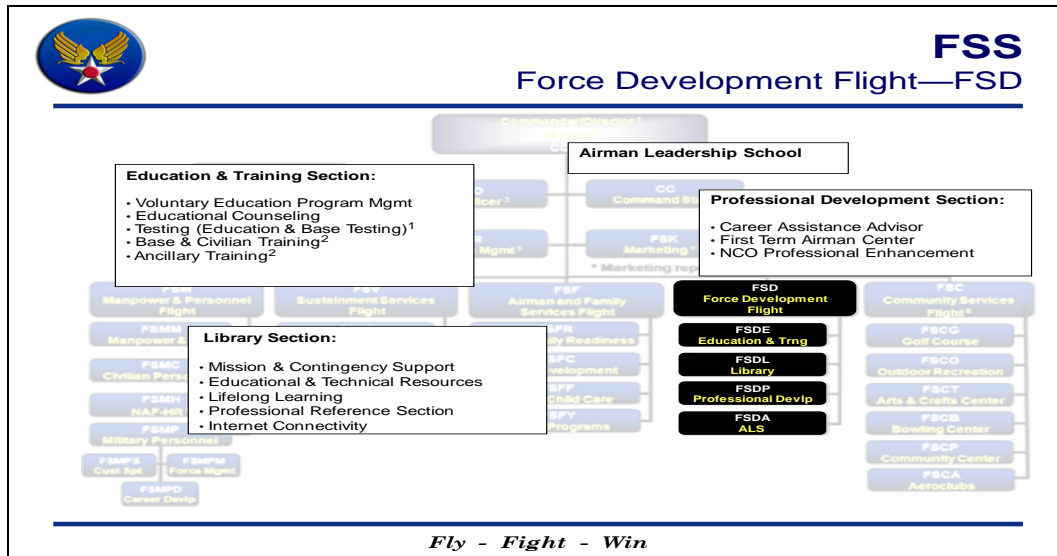
Appendix II – Squadron Structure (Regular Component)

Annex A – Milestones and Concepts

HQ USAF PAD 07-11

15 February 2008

2.6. Force Development Flight:



Notes

1: The Education & Training Testing element brings together both Education Testing and Base Testing into a single office. The combined office's responsibilities will include: promotion, CDC, language, DANTES, certification (e.g., EMT, FAA), Developmental Education (PME), admissions testing (e.g., SAT, GRE), JST, distance learning, & AFOQT. At many bases the positions which conduct/manage testing are a mixture of government and contractor personnel; limitations due to this personnel mix will be addressed separately.

2: Training includes career progression, SAVs, MAJCOM reports, 7-level school, formal training (e.g., SOS, NCOA, TDY to school), IDE/SDE nomination/notification, civilian training, and contains place holders for two centralizations that are currently under study: Ancillary Training and Upgrade Training.

3: The Professional Education section was split into two sections; one section Professional Development and one section Airman Leadership School (per Change 1).

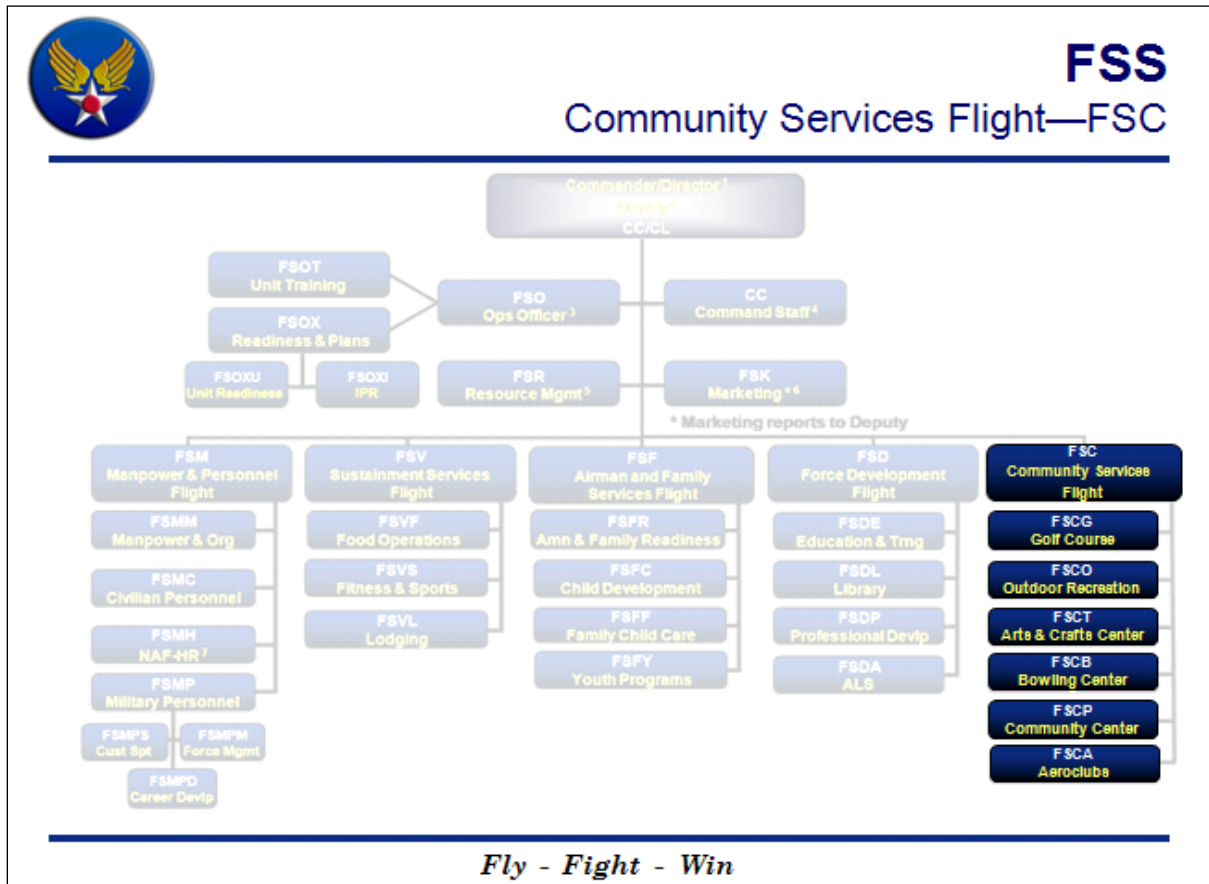
Appendix II – Squadron Structure (Regular Component)

Annex A – Milestones and Concepts

HQ USAF PAD 07-11

15 February 2008

2.7. Community Services Flight:



Notes:

1: The following activities generally fall under an existing 4-digit activity listed in the Community Services Flight although exceptions may exist due to scope of operations or location: Auto Hobby Center, ITT, Vet Clinic, Marinas, Rod & Gun Clubs, Stables, and Recreation Annexes etc. These activities can use a subordinate 5-digit OSC where appropriate. Units have local discretion to determine these 5-digit OSCs.

2: Food operations tied directly to an activity (i.e. golf course, bowling center, outdoor recreation, etc.) will remain under the activity and under the Community Services Flight.

Appendix II – Squadron Structure (Regular Component)**Annex A – Milestones and Concepts**

HQ USAF PAD 07-11

15 February 2008

APPENDIX III

TO

ANNEX A

HQ USAF PAD 07-11

A1 TRANSFORMATION (ON-GOING)

1. Personnel reengineering: This portion of PSD transformation will be rolled out utilizing a planned series of fully integrated and planned enhancements.

1.1. The initial stage will focus efforts on consolidating and enhancing transactional capabilities (Figures A-III-1 and A-III-2). The Regular and Air Reserve components realign several functions from base-level and MAJCOM/headquarters staffs to centralized locations (AFPC and ARPC, respectively). The workload to be transferred will be defined as: 1) Personnel program guidance and information inquiries, 2) Personnel transactions processing, and 3) Management/oversight of those customer service activities. The transfer of this work requires a significant relocation of personnel resources. Self service emerges and changes to processes, policies, training, and technology (personnel systems), begins for all components.

1.1.1. The Civilian Personnel community will continue the transformation started prior to PSD by transferring some functions and resources from base-level to AFPC, integrating the Civilian Classification function into the Air Force Manpower Agency and deploying the National Security Personnel System (NSPS). The additional workload to be transferred will be defined as: 1) Personnel program guidance and information inquiries, 2) Personnel transactions processing, and 3) Management/oversight of those customer service activities. The transfer of this work requires a significant relocation of personnel resources.

1.2. A fundamental premise of PSD Transformation is that all processes will undergo continued review/improvement for redesign to support a more efficient service delivery model. This model will provide the basis for new organizations, technology, and training requirements. In some cases, processes may be transformed as the result of simple procedural changes. In other cases, transformation may require new or realigned organizations, new or revised policies and legislation, or the development of new information technology applications.

1.2.1. Civilian PSD will be implemented through the incremental transfer of core civilian personnel processes. Each migrated process will require a discussion of resource requirements and changes to people, personnel processes, organizations, and technology. To accomplish the

Appendix III – A1 Transformation (on-going)

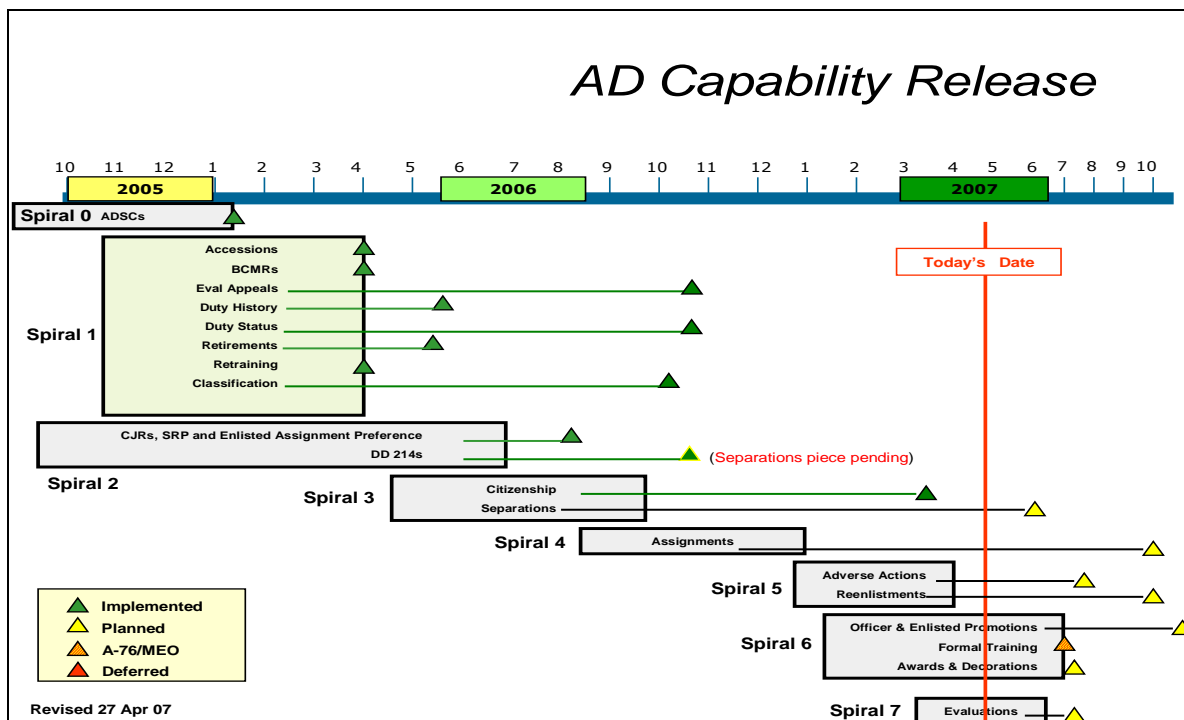
Annex A – Milestones and Concepts

HQ USAF PAD 07-11

15 February 2008

process redesign phase, AFPC will pilot/expand the functional role of the Regional Service Center (RSC) in FY08 to include systems administration, staffing, employee relations, and employee development processes, provided the necessary resources are available to conduct a successful pilot. While not all-inclusive, areas initially slated for review for pilot/expansion are personnel systems administration, unemployment compensation, injury compensation, and residual installation-level staffing workload, i.e., Priority Placement Program (PPP) counseling and registration. In addition, AFPC will establish employee relations and employee development functional operational management design teams who will oversee the development and design of these processes in the RSC and serve as the future RSC centralization management team for their respective functional areas.

1.3. In FY 2009 through 2011 AFPC will continue to identify functions, establish operational management teams and coordinate rollout strategies in order to effect programming actions in budget and POM activities. New functions will be realigned to AFPC. Service will be delivered through a tiered model to enhance the delivery of transactions and inquiries during this phase. Civilian self-service will continue to evolve during this phase. Analytical and decision support tools will be implemented to assist key advisors, managers, and Commanders in the management of their organizations and development of their Airmen.



Inserted: Figure A-III-1: Regular Component Capability Release Schedule

Appendix III – A1 Transformation (on-going)

Annex A – Milestones and Concepts

HQ USAF PAD 07-11

15 February 2008

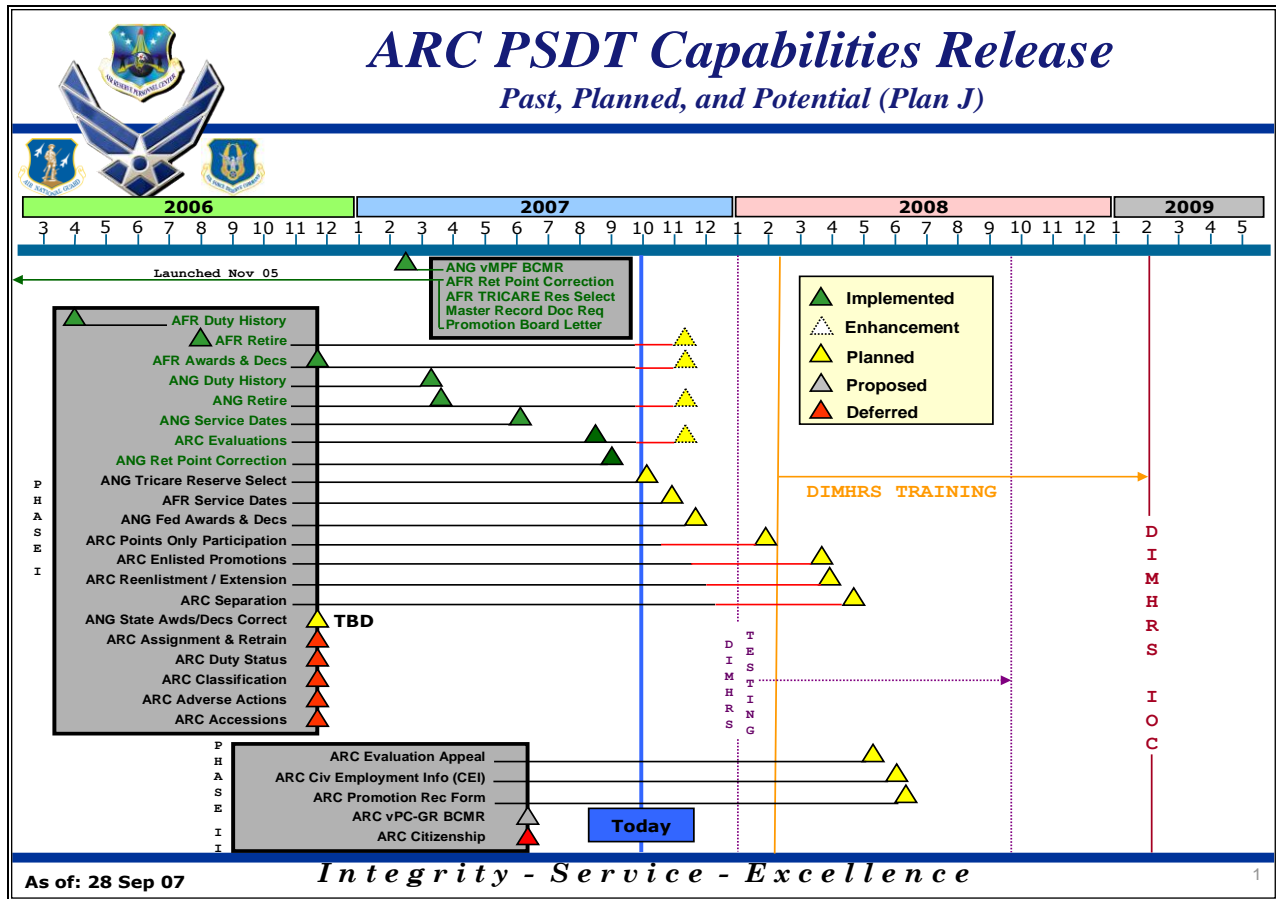


Figure A-III-2: Air Reserve Component Capability Release Schedule

NOTE: Release schedule is provided for informational purposes, subject to change as the PSD Transformation initiative moves forward and process redesigns are completed

2. Total Force Service Centers (TFSCs): The Air Force will realign specific transactional Regular, Reserve, Air National Guard, and Civilian Personnel functions and resources from base-level, MAJCOMs, and headquarters-level to central organizations (Air Force Personnel Center (AFPC) and the Air Reserve Personnel Center (ARPC)). These organizations will function as TFSCs, integrated through the use of technology and a commonality of systems/platforms to ensure: efficient and transparent delivery of services, continuity of operations, and strategic redundancy in the event of a catastrophic situation, natural disaster, or emergency that may disrupt normal operations. The TFSCs, through their integrated Contact Centers, will have principal responsibility for contact with individual customers to provide personnel information and accomplish personnel transactions. Leveraging technology, designated processes and services will be migrated to a self-service approach utilizing the web

Appendix III – A1 Transformation (on-going)

Annex A – Milestones and Concepts

HQ USAF PAD 07-11

15 February 2008

(via the Air Force Portal) in lieu of face-to-face transactions at base-level customer service offices. This will allow web-based transaction processing and access to expert advice on a 24x7x365 basis.

2.1. Each center will be managed by respective command authorities based on component unique requirements. The TFSCs will support routine transactional and inquiry services through contact centers (via phone, email, fax, etc.) and will manage processes that are realigned to it from headquarters, MAJCOM, and field organizations.

2.2. TFSCs will provide service to all Air Force personnel -- Regular Component, Guard, Reserve, Civilians, retirees and family members. Contact Center technologies will be enhanced, while the services provided and tools utilized will be integrated and standardized as much as possible for the Total Force. The TFSCs will use a tiered model to manage transaction updates. While a significant number of transactions will be WEB-based (Tier 0 type updates); other, routine transactions that may require intervention will be handled by personnel generalists (Tier 1). More complex problems will be addressed by personnel specialists possessing core expertise in specific areas (Tier 2).

2.3. TFSCs will serve the Total Force customer base and processes will be aligned to the most appropriate contact center for service delivery. This collaborative service delivery integration between ARPC and AFPC is expected to provide the largest efficiencies.

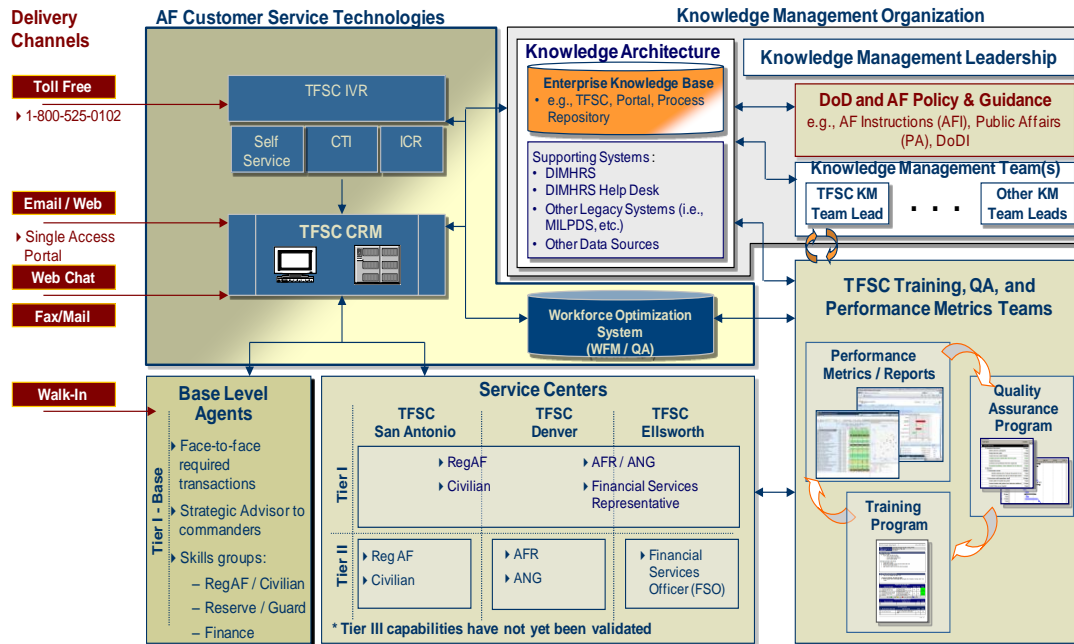


Figure A-III-3: Total Force Service Center (TFSC) construct

Appendix III – A1 Transformation (on-going)

Annex A – Milestones and Concepts

HQ USAF PAD 07-11

15 February 2008

3. Defense Integrated Military Human Resources System (DIMHRS): DIMHRS will revolutionize the way the Department of Defense manages all military personnel around the globe. As the largest enterprise resource planning program ever implemented for human resources, DIMHRS will subsume or replace over 83 (Army and Air Force) legacy systems that can no longer meet the needs of the modern US military. The first phase of DIMHRS, expected to roll out in 2009, will bring payroll and personnel functions for the Army and Air Force into one integrated web-based system. It will provide self-service capability by bringing human resources functions online and thereby decrease time spent waiting at counters or in line; it will provide one single record of service for members across services and components and include duty status changes; it will be an integrated system, which means personnel actions will automatically update pay actions in the same system; and finally, it will help joint commands, by providing leadership with real-time information for personnel accountability regardless of location or service branch.

3.1. Once implemented, DIMHRS will provide an end-to-end, integrated military personnel and pay system for all military Services including their Regular, Reserve and National Guard Components.

DIMHRS will:

3.1.1. Provide standard data for comparison across Services and Components.

3.1.2. Properly track Reservists for both pay and service credit.

3.1.3. Track all military personnel into and around the theater.

4. Provide integrated personnel and pay functions partnership with Financial Management (FM): Much like the AF/A1, SAF/FM has also initiated a significant transformation effort, called the Financial Management Transformation (FMT). As AF/A1 and SAF/FM progress in their transformation, they are taking every opportunity to partner in the implementation of contact center processes, technologies, and operations, as well as other functional changes as deemed appropriate. This collaborative service delivery transformation partnership between AF/A1 and SAF/FM is expected to improve Air Force savings and efficiencies.

5. Total Force Career Field Design (CFD): Development of viable career paths, initial skills training and continuing/developmental education together comprise Career Field Design, an important element of the transformation of all A1 career fields. CFD impacts the deliberate, professional development of the three major disciplines of the A1 community--Manpower, Personnel and Services--and impacts both military and civilian members in the AF Regular Reserve and Air National Guard forces.

Appendix III – A1 Transformation (on-going)

Annex A – Milestones and Concepts

HQ USAF PAD 07-11

15 February 2008

5.1. Revised career paths are critical to accommodate changes in job content and the addition of new positions due to career field mergers and changes in service delivery, technology, processes and programs. As these new career paths are designed, they will be presented in an interactive, web-based format that provides more job content for use by the individual, supervisors and commanders.

5.2. The merger of the Manpower, Personnel and Services officer career fields, subsequent organizational changes, and transformation of service delivery will require changes in enlisted and officer initial skills training and continuing functional education. Additionally, enlisted skills training in 3/5/7 level Career Development Courses (CDCs) will require revision as will Specialty Knowledge Tests under the Weighted Airman Promotion System. Civilian training will also be revised following review by integrated process teams.

5.3. To facilitate the merger of the Mission Support and Services Squadrons and the officer career fields, bridge courses will be developed to provide basic qualifications for officers in 37F and 34M skills. These courses will also be available to civilians and enlisted superintendents.

6. Air Reserve Component Manpower, Personnel and Services Structures: Although the Regular Component MAJCOM and squadron organization structure portions of PAD 07-11 are not directive to the Air Reserve Component, both Air National Guard and Air Force Reserve members will continue to participate in the various organizational IPTs to ensure the Regular Component MAJCOM and base-level structures are compatible with their future vision.

6.1. The Air Force Reserve continues to be engaged in the total force transformation efforts through active participation on the PSD governance structure and the multitude of working groups that support it and other A1 enterprise efforts. Their focus has been primarily in 3 areas: 1) review of the Regular Component way-ahead for both MAJCOM and Base-level transformation; 2) internal Air Force Reserve realignment efforts to better manage A1 processes; and 3) reserve PSDT initiatives already in place that have realigned processes. The command works with and provides forces to all the gaining MAJCOMs on a daily basis which drives AFRC's structure (to include that of ARPC) and differences in reserve personnel processes. In addition to providing support to Air Force Reserve personnel, ARPC also is responsible for centralized personnel services to the Air National Guard. Its serviced population is radically different which drives unique manpower, mil/civ personnel and training processes to support both full-time and part-time work forces. Although, some Reserve personnel processes are unique, they can still achieve the broader goals associated with total force process redesign.

6.1.1. The AFRC is carefully evaluating Regular Component proposed organizational structure to insure they will best serve our reserve commanders and serviced populations. AFRC/A1 is closely following the tests on proposed Regular Component base level structure and will review the results to make sound decisions on future reserve squadron structure to fit reserve needs but still be consistent with the Regular Component structures.

Appendix III – A1 Transformation (on-going)

Annex A – Milestones and Concepts

HQ USAF PAD 07-11

15 February 2008

6.1.2. A separate AFR PSD capability roll out schedule has netted online capabilities for duty history, reserve retirements and awards and decorations thus far. These capabilities and others that are being carefully evaluated are designed to centralize transactional work at the Air Reserve Personnel Center. AFRC will continue to evaluate the impact of DIMHRS and PSD as we continue our centralization efforts.

6.2. The ANG will convene an Integrated Process Team (IPT) to analyze redesigning the current ANG Mission Support Flight structure. The analysis will include the effect process consolidation will have/has had and the feasibility of integrating Services functions. The structure of the Regular Component FSS directed by this PAD will be a starting point and guideline. The initial IPT will set the strategy and timeline for accomplishing the required work streams.

6.3. A future effort will be to evaluate the feasibility of having a single squadron at those bases where there are currently co-located Regular Component and Air Reserve Component Manpower, Personnel and Services functions. This study will begin NLT 1 Sep 07.

7. Civilian Centralization: In the mid-90's, the DoD mandated a 50% reduction in Civilian Personnel resources (targeted servicing ratio of 1:88) through the 1993 National Performance Review and Program Budget Decision 711 in 1995.

7.1. The Air Force's response to achieve these DoD goals was through consolidation and centralization of all Civilian Personnel support functions at one location, the Air Force Personnel Center (AFPC). Although not fully implemented due to lack of resources, these early initiatives demonstrated that the same level of personnel service could be provided with significantly fewer authorizations.

7.2. To continue with this earlier transformation vision, the Civilian Personnel community is progressing even further with the PSD concept. Civilian Personnel began consolidating functions and resources from base-level CPFs and the MAJCOMS to AFPC, has integrated Civilian Classification with the Manpower Management career field, implemented National Security Personnel System (NSPS) for all non-bargaining unit employees, and is complying with the realignment actions directed by the Base Realignment and Closure Commission (BRAC). AFPC is:

7.2.1. Making tremendous strides in developing new business practices to support innovative technology initiatives and conducting process redesign workshops to continually improve its civilian processes.

7.2.2. Improving personnel service delivery efficiencies by expanding and maximizing AFPC's capabilities by integrating multiple Civilian Contact Centers such as the Benefits and Entitlement

Appendix III – A1 Transformation (on-going)

Annex A – Milestones and Concepts

HQ USAF PAD 07-11

15 February 2008

Service Team and Recruitment Service Center with the military AF Contact Center to become the Total Force Service Center.

8. Total Force Integration (TFI): The AF implemented TFI initiatives with the intent to blend skill sets, leverage experience and expertise of Regular and Reserve components personnel to achieve Total Force (TF) objectives.

8.1.1. A1 integration will:

8.1.1.1. Integrate the Air Force Regular and Reserve components' personnel staff activities to meet mission objectives in support of the Total Force, improve the transparency of TF Air Force strategic personnel policy development, planning, and programming.

8.1.1.2. Create a Total Force A1 Staff through the integration of Air National Guard (ANG) and Air Force Reserve (AFR) personnel across the Headquarters Air Force (HAF) A1 Staff to better facilitate the ability to define, shape, and implement policy supporting "One Air Force."

8.1.1.3. Provide an inclusive collaborative environment on all matters related to personnel policy for the Secretary of the Air Force without negating the Title 10 responsibilities and authorities of the Vice-Chief, National Guard Bureau Director, Air National Guard and Chief of Air Force Reserve.

8.1.2. All components will mutually agree as to where the resource requirements will best integrate within the HAF/A1 staff. AFR and ANG personnel will be embedded in existing A1 Directorates, Divisions, Branches and/or Sections.

9. A1 Total Force Process Design: Transforming the Air Force Personnel and Pay business processes into a modern business operation is complex and a time-intensive challenge, requiring a fully integrated approach.

9.1. Includes selecting and sequencing capability and process design initiatives and events across A1 functional areas (military personnel, civilian personnel, manpower, services, education and training, family services, readiness and recruiting), A1 organizations (bases, State HQs, NAFs, MAJCOMs, FOA/DRUs and Air Staff), and the Total Force (Regular Component, Air National Guard, Air Force Reserve, Civil Service) to achieve the following strategic objectives:

9.1.1. Transform decentralized face-to-face customer service delivery to centralized, web-enabled customer service delivery wherever face-to-face interaction is not required.

9.1.2. Streamline and standardize processes across the Total Force at all organizational levels.

9.1.3. Maintain current levels of customer satisfaction.

Appendix III – A1 Transformation (on-going)

Annex A – Milestones and Concepts

HQ USAF PAD 07-11

15 February 2008

9.1.4. Reduce workload across the Total Force that is synchronized with programmed manpower losses.

Appendix III – A1 Transformation (on-going)

Annex A – Milestones and Concepts

HQ USAF PAD 07-11

15 February 2008

ANNEX B
TO
HQ USAF PAD 07-11
MANPOWER, PERSONNEL, AND SERVICES

1. **PURPOSE:** This annex supplements the Basic Plan and provides additional Manpower, Personnel, and Services guidance to support implementation of this PAD.
2. **REFERENCES:** See Basic Plan.
3. **ASSUMPTIONS:** See Basic Plan.
4. **RESPONSIBILITIES AND ACTIONS:**
 - 4.1. AF/A1X will serve as the HQ USAF primary point of contact for all actions resulting from this PAD
 - 4.2. AF/A1M is the OPR for Appendix I of this annex. Responsibilities and actions are included in Appendix I.
 - 4.3. AF/A1X is the OPR for Appendix II of this annex. Responsibilities and actions are included in Appendix II.
 - 4.4. AF/A1S is the OPR for Appendix III of this annex. Responsibilities and actions are included in Appendix III.

Annex B – Manpower, Personnel, and Services
HQ USAF PAD 07-11
15 February 2008

APPENDIX I

TO

ANNEX B

HQ USAF PAD 07-11

MANPOWER, ORGANIZATION, AND RESOURCES

1. **PURPOSE:** The objective of this appendix is to document manpower, organization and resource actions, not previously specified in the Basic Plan, necessary to effectively and efficiently implement the PSD Transformation, ensure the realignment of missions, roles, and responsibilities within the A1 community, and transition to the new Regular Component MAJCOM and Squadron organizational structures.
2. **AUTHORITY/REFERENCES:** See basic plan.
3. **ASSUMPTIONS:** See Basic Plan and Annex A, Milestones and Concept.
4. **RESPONSIBILITIES AND ACTIONS:**
 - 4.1. AF/A1M is the OPR for this appendix, and in addition to the responsibilities outlined in the Basic Plan, will:
 - 4.1.1. Serve as the HQ USAF primary point of contact for all Regular Component manpower and organizational changes resulting from this PAD.
 - 4.1.2. Appoint an OPR to serve as the single point of contact for manpower and policy matters related to this PAD.
 - 4.1.3. Assist with drafting written responses to congressional or other official inquiries regarding manpower, organization and resource issues.
 - 4.1.4. Work with the appropriate Air Staff directorates to develop/modify Manpower policies in support of PSD-related actions.
 - 4.2. AF/A1MP will:
 - 4.2.1. Reprogram Regular Component manpower in the Future Years Defense Program (FYDP) to reflect coordinated transfers between MAJCOMs and between MAJCOMs and AF/A1 FOAs, if any.

Appendix I – Manpower, Organization, and Resources

Annex B – Manpower, Personnel and Services

HQ USAF PAD 07-11

15 February 2008

B-I-1

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4.2.2. Track manpower impacts to Management Headquarters Activities and advise leadership of actions needed to comply with headquarters manpower ceiling limitations.

4.2.3. Work with SAF/LL, SAF/PA, AFPC, and impacted MAJCOMs to ensure necessary public and congressional announcements are made.

4.2.4. Provide bases and MAJCOMs with program element code guidance.

4.3. AF/A1MO will:

4.3.1. Publish Department of the Air Force (DAF/A1M) memorandums for any unit or activity, which will be inactivated, activated, or redesignated due to this PAD.

4.3.2. Serve as the OCR for office symbol code changes. A1 OSCs with a “w” prefix or A1 OSCs that are not approved for use by HQ MAJCOM A1s in this PAD will be deleted 30 days after IOC unless a waiver is approved.

4.3.3. Update AFI 38-101 at the appropriate time for implementation of the standard structure changes. This PAD may be cited as authority pending interim change to or rewrite of the AFI.

4.4. AF/A1MS will serve as the advisor for competitive sourcing related policy and procedures.

4.5. AFMA will:

4.5.1. Appoint an OPR to serve as the single point of contact for actions necessary to accomplish the actions directed by this PAD.

4.5.2. Develop an implementing PPLAN to accomplish actions necessary to execute this PAD, if required.

4.5.3. Conduct a manpower study of the MAJCOM A1 staff and the Regular Component Force Support Squadron (after the new structures have been in place for at least six months) to develop new manpower standard(s) that account for the reengineered/restructured organization and to ensure that available A1 authorizations are properly distributed.

4.5.4. Conduct a Management Advisory Study to determine criteria for earning an Operations Officer authorization.

4.5.5. Conduct a Management Advisory Study of requirements and placement of consolidated CSS satellite operations.

4.5.6. Partner with AFPC and AFSVA to conduct competitive sourcing studies of identified functions in accordance with Office of Management and Budget Circular A-76 and AFI 38-203.

Appendix I – Manpower, Organization, and Resources

Annex B – Manpower, Personnel and Services

HQ USAF PAD 07-11

15 February 2008

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4.6. MAJCOM A1Ms and AFPC, in conjunction with AF/A1M, will:

4.6.1. Coordinate manpower and organization actions required by this PAD.

4.6.2. Code headquarters manpower authorizations with the appropriate program element code.

4.6.3. Submit manpower realignment programming actions to AF/A1MP through the Manpower Programming and Execution System (MPES).

4.6.4. Comply with Federal Acquisition Regulation (FAR) and OMB Circular A-76 regarding competitive sourcing actions.

4.6.5. Advise HQ USAF/A7CIB, with information copies to HQ USAF/A1MO, of all unit actions. Submit a HAF/A7C (M) 9227 Report, IAW AFI 16-403, *Updating the USAF Program Installations, Units, and Priorities and Movement of Air Force Units*, to HQ USAF/ A7CIB for all unit actions. Reference PAD as authority. Provide information copies to HQ USAF/A1MO.

4.6.6. Prepare organizational actions associated with the restructuring associated with this PAD and publish G-Series orders with all appropriate coordination.

4.6.7. Use new manpower standards developed by AFMA to determine manpower requirements.

4.6.8. When directed to do so, implement PSD-related UMD changes.

4.6.9. Ensure that office symbol codes and titles directed by this PAD or variances approved by AF/A1 are used on the global –e-mail address directory.

4.7 NGB/A1M and/or NGB/OM will:

4.7.1 Serve as the ANG primary point of contact for all manpower and organization changes resulting from PSD Transformation.

4.7.2. Implement changes to appropriate manpower documents.

4.7.3. Conduct a manpower study after new structures resulting from PSD Transformation have been in place for at least six months to develop new manpower standard(s) that account for the reengineered/restructured organization and to ensure that available A1 authorizations are properly distributed.

Appendix I – Manpower, Organization, and Resources

Annex B – Manpower, Personnel and Services

HQ USAF PAD 07-11

15 February 2008

B-I-3

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APPENDIX II

TO

ANNEX B

HQ USAF PAD 07-11

PERSONNEL

1. **PURPOSE:** The objective of this appendix is to document personnel actions necessary to effectively and efficiently implement the PSD Transformation, ensure the realignment of missions, roles, and responsibilities within the A1 community, and transition to the new Regular Component MAJCOM and Squadron organizational structures.

2. **AUTHORITY/REFERENCES:**

2.1. See Basic Plan and Annex A, Milestones.

2.2. AFI 36-2110, *Assignments*, 20 April 2005

2.3. AFI 36-2406, *Officer and Enlisted Evaluation System*, 15 April 2005.

3. **ASSUMPTIONS:** See Basic Plan and Annex A, Milestones and Concept.

4. **RESPONSIBILITIES AND ACTIONS:**

4.1. AF/A1X is the OPR for this appendix, and in addition to the responsibilities outlined in the Basic Plan, will:

4.1.1. Appoint an OPR to serve as the single point of contact for PSD and the MAJCOM and Squadron organizational transformation and personnel policy matters related to this PAD.

4.1.2. Work with SAF/LL, SAF/PA, the FOAs, and MAJCOMs to ensure necessary public and congressional announcements are made.

4.1.3. Work with the appropriate Air Staff directorates to develop/modify Personnel policies in support of PSD-related actions to include MAJCOM and Squadron organizational transformation actions.

4.2. AF/A1D will:

Appendix II – Personnel

Annex B – Manpower, Personnel and Services

HQ USAF PAD 07-11

15 February 2008

FOR OFFICIAL USE ONLY

- 4.2.1. Appoint an OPR to serve as the single point of contact for actions necessary to accomplish the realignment of education and training functions directed by this PAD.
- 4.2.2. Provide, as required, appropriate information and details to AF/A1X for public and congressional announcements.
- 4.2.3. Work with the MAJCOM A1 staffs (and FOAs if needed) to develop an implementing PPLAN to accomplish all actions necessary to execute the realignment of education and training functions directed by this PAD to include identifying educational functions, responsibilities, and workload that: will remain at the MAJCOMs/bases; should be transferred to the FOAs; should be shared by both, through a combination of advisory services and “reachback;” or should be eliminated.
- 4.2.4. With AFMA assistance, identify and quantify the workload to be gained by a central site as a result of the realignment of educational functions from the MAJCOM A1s.
- 4.3. The Air Force Manpower Agency (AFMA) will:
 - 4.3.1. Provide classification services in accordance with the Classification/Manpower Implementation Plan.
 - 4.3.2. Develop and deploy for implementation all Air Force standard position descriptions in conjunction with career field managers.
 - 4.3.4. Provide classification guidance for the Air Force.
 - 4.3.5. Provide classification services to all small bases and all installations according to plan timelines.
- 4.4. The Air Force Personnel Center will:
 - 4.4.1. Appoint an OPR to serve as the single point of contact for actions necessary to accomplish the realignment directed by this PAD.
 - 4.4.1.1. Develop an implementing PPLAN to accomplish all actions necessary to execute this PAD, if required.
 - 4.4.1.2. Appoint an OPR for each major function being transformed and coordinate with the Air Staff policy owner(s) and MAJCOM OPRs on all matters associated with the transfer of functions, resources, personnel, and documents.

Appendix II – Personnel

Annex B – Manpower, Personnel and Services

HQ USAF PAD 07-11

15 February 2008

B-II-2

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4.4.2. Monitor associated manpower allocations and reallocations, and work with the MAJCOMs/FOAs to:

4.4.2.1. Manage assignments to avoid unnecessary use of Permanent Change of Station (PCS) funds, consider waivers to standard assignment actions on a case-by-case basis, and minimize adverse impacts on military members and civilian employees.

4.4.3. Provide appropriate civilian personnel administration services for civilian employees affected by this PAD.

4.4.3.1. Provide benefits and entitlement (B&E) services, and process personnel actions for civilian employees affected by this PAD. For AFPC full service bases, B&E services include health benefits, life insurance, Thrift Savings Plan, NAF 401 (k) Saving Plan, retirement, unemployment comp, workers' comp and survivorship. For AFPC limited service bases, B&E services include health benefits, life insurance, NAF 401 (k) Saving Plan, and Thrift Savings Plan.

4.4.3.2. Provide assistance and guidance on civilian assignment procedures and impact when career program-covered positions are involved.

4.4.3.3. Process reduction-in-force actions impacting civilians within serviced activities, if applicable.

4.4.3.4. Publish Civilian Personnel Permanent Change of Station (PCS) orders for serviced activities, as appropriate.

4.4.3.5. Make transfer of work vs. transfer of function determination for losing and gaining competitive areas. Coordinate with losing and gaining units and notify AF/A1X of final determination.

4.4.4. Work with gaining and losing organizations to ensure deletion of obsolete management level codes and senior rater ID files from the PAS code file, and establish new senior rater ID structures for officer and enlisted personnel.

4.4.5. Provide OES/EES assistance, guidance, and direction. Procedures and responsibilities as outlined in AFI 36-2406, *Officer and Enlisted Evaluation System*, remain in effect.

4.4.6. Keep Squadron Commanders/Directors and appropriate flight chiefs, informed of 'Personnel' related activities supporting the Force Support Squadron transformation and provide guidance and assistance as required.

4.4.7. With AFMA assistance, identify and quantify workload gained as a result of the realignment of functions from the MAJCOM A1 staffs.

Appendix II – Personnel

Annex B – Manpower, Personnel and Services

HQ USAF PAD 07-11

15 February 2008

4.4.8. Provide, as required, appropriate information and details to AF/A1X for public and congressional announcements.

4.4.8.1. Transmit guidance to field-level Regular Component personnel activities on appropriate actions to implement changes in MAJCOM A1 roles and responsibilities.

4.4.9. Revise AFCSM 36-699 volume 1, *Computer Systems Manual-Military Personnel Flight (MPF) Management MilPDS User Guidelines* that describes the roles and responsibilities of personnel staffs.

4.5. MAJCOM/A1s will:

4.5.1. Appoint an OPR for each major function being transformed to coordinate with the designated FOA functional OPR on all matters associated with the transfer of functions, resources, personnel, and documents.

4.5.2. Advise affected career field/functional area managers regarding the realignment of functions from the MAJCOM.

4.5.3. Implement the A1 organization structures contained in the PAD and ensure associated manpower positions are transferred.

4.5.3.1. Develop implementing plans that provide subordinate agencies with tasks, direction, and guidance designed to effect the changes while minimizing adverse impacts on military members and civilian employees.

4.5.3.2. Coordinate civilian adverse action(s) with the servicing Civilian Personnel Functions assuring funding is retained for period necessary to conduct any required RIF action.

4.5.4. Ensure the PAS code manager projects associated organizational PAS code changes.

4.5.5. Continue to work all senior officer/enlisted/civilian actions, to include contingency taskings, with AF/DPG/DPO/DPS/DPE.

4.6 Civilian Personnel and Large Civilian Centers (LCCs) will :

4.6.1. Execute Labor Management Relations responsibilities.

4.6.2. Where civilian personnel services are provided, coordinate with Force Support Squadron leadership on which civilian employees are affected by this PAD, keep employees informed,

Appendix II – Personnel

Annex B – Manpower, Personnel and Services

HQ USAF PAD 07-11

15 February 2008

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issue appropriate notices, and carry out personnel actions necessary to achieve the goals of this PAD.

4.6.2.1. Provide appropriate civilian relocation and job change guidance to units within their serviced activities affected by this PAD.

4.6.2.2. Process reduction-in-force actions impacting civilians within their serviced activities, if applicable.

4.6.2.3. Publish Civilian Personnel Permanent Change of Station (PCS) orders for their serviced activities, as appropriate.

4.6.3. Civilian Personnel sections serviced by AFPC will coordinate with AFPC/DPI to ensure all appropriate personnel actions are carried out to implement this PAD.

4.6.4. Provide classification services for those installations where the section is responsible for full classification servicing until such time as the full classification servicing is transitioned to AFMA according to the Classification/Manpower Implementation Plan and timeline.

4.7. MPSs will:

4.7.1. Initiate and follow through on classification changes as required. Coordinate all officer and enlisted classification changes with the appropriate POC to ensure actions are approved and completed.

4.7.2. Monitor and ensure the merged squadron issues a G-series order for unit commander as required.

4.7.3. Closely monitor officer and enlisted performance reports to ensure accountability and completion of reports IAW applicable instructions and guidance.

4.8 NGB/A1 will:

4.8.1 Appoint an OPR to serve as the single point of contact for actions necessary to accomplish organizational and process transformation activities directed by this PAD.

4.8.2. Initiate all personnel actions required due to transfer of work. Select individuals for assignment to TFSCs.

4.8.3 Keep NGB/OM, JFHQ-Air, and base-level organizations informed on transformation related activities and provide guidance and assistance as required.

Appendix II – Personnel

Annex B – Manpower, Personnel and Services

HQ USAF PAD 07-11

15 February 2008

4.8.4. With NGB/A1M assistance, identify and quantify workload changes a result of the realignment of functions.

4.8.5. Provide, as required, appropriate information and details to AF/A1X for public and congressional announcements.

4.8.6 Transmit guidance to field-level ANG personnel activities on appropriate actions to implement organizational changes.

4.8.9. Revise AFCSM 36-699 volume 1, Computer Systems Manual-Military Personnel Flight (MPF) Management MiLPDS User Guidelines that describes the roles and responsibilities of personnel staffs.

Appendix II – Personnel
Annex B – Manpower, Personnel and Services
HQ USAF PAD 07-11
15 February 2008

APPENDIX III
TO
ANNEX B
HQ USAF PAD 07-11
SERVICES

1. **PURPOSE:** The objective of this appendix is to document actions necessary to effectively and efficiently implement the PSD Transformation, ensure the realignment of missions, roles, and responsibilities within the A1 community, and transition to the new Regular Component MAJCOM and Squadron organizational structures. This includes, but is not limited to, realigning appropriate missions, roles, and responsibilities from MAJCOM A1s to AFSVA and streamlining processes within the Air Force Services community in order to: consolidate like functions to reduce redundancy, consolidate and strengthen standards to emphasize accountability, and consolidate management of selected programs to streamline operations. This appendix is not applicable to the ANG.

2. **AUTHORITY/REFERENCES:** See Basic Plan.

3. **ASSUMPTIONS:** See Basic Plan and Annex A, Milestones and Concept.

4. **RESPONSIBILITIES AND ACTIONS:**

4.1. HQ AF/A1SR Will:

4.1.1. Provide HAF, AFSVA and MAJCOM planning staffs with additional information that may be needed to implement this PAD.

4.1.2. Ensure changes are consistent with and meet all warfighting requirements.

4.1.3. Provide oversight for all PAD and PPLAN initiatives.

4.1.4. Chair planning meetings with MAJCOM representatives as required.

4.1.5. In conjunction with AFSVA and the MAJCOMs, develop revised POM submissions for out-year allocations.

Appendix III – Services

Annex B – Manpower, Personnel and Services

HQ USAF PAD 07-11

15 February 2008

4.2. AFSVA will:

4.2.1. Appoint an OPR to track and work to resolve all issues and problems associated with the transfers of workload.

4.2.2. Ensure a timetable for transfer of workload as outlined in Annex A is negotiated with AF/A1SR and achieved, and report any delays impacting the schedule to the PAD manager.

4.2.3. Participate in transfer planning meetings called by the PAD manager.

4.2.4. In conjunction with the PAD manager, MAJCOM/A1 OPRs and appropriate agencies, prepare PPLANs that identify specific actions required to implement this PAD, as follows:

4.2.4.1. Incorporate into AFSVA work centers and work structure the responsibility for the following functional and/or programmatic workload associated with reachback from MAJCOM Services staffs: follow-up inspections; assistance with accreditation; assistance with obtaining industry and/or technical certification; help with directed functional training; enterprise-level technical expertise; and policy interpretation and guidance.

4.2.4.2. In conjunction with manpower, identify the specific manpower and personnel actions necessary to complete appropriate transfers of workload and associated manpower resources in the following areas: Library; Child Development/Youth Programs; Fitness; Food Services; Golf/Bowling; Nonappropriated Fund Human Resources; ITT/Skills Development/Outdoor Recreation; and Lodging.

4.2.4.2.1. Child Development/Youth Programs and Non-appropriated Fund Human Resources responsibilities will be conducted at MAJCOMs via a combination of staff technical expertise and reachback to AFSVA. With Child Development/Youth Programs in particular, MAJCOM/A1S staffs will retain the ability to conduct accreditation/certification and staff assistance visits for their installation counterparts, either in-house or in conjunction with AFSVA functional experts. CONUS-based MAJCOMs will use more reachback; OCONUS-based MAJCOMs will retain more in-house staff technical expertise.

4.2.4.2.2. Fitness, Food Service, Golf/Bowling, ITT/Skills Development/Outdoor Recreation and Lodging programs will primarily be conducted at MAJCOMs through reachback to AFSVA and a small number of general subject matter experts who oversee the entire spectrum of Community Services programs. The number of in-house MAJCOM subject matter experts may vary based on the nature and scope of each MAJCOM's programming, but the staffs will primarily rely on reachback to AFSVA for all operations and programs issues.

Appendix III – Services

Annex B – Manpower, Personnel and Services

HQ USAF PAD 07-11

15 February 2008

4.2.4.3. Negotiate with AF/AISR to identify specific authorizations in each MAJCOM associated with any workload that will realign from MAJCOM/AIS staffs to AFSVA to allow consolidation and reachback of the various functions.

4.2.5. MAJCOMs will:

4.2.5.1. Appoint OPRs to track and work to resolve all issues and problems associated with the transfers of workload.

4.2.5.2. Participate in transfer planning meetings called by the PAD manager.

4.2.5.3. Ensure a timetable for transfer of workload as outlined in Annex A is negotiated with AF/AISR and achieved, and report any delays impacting the schedule to the PAD manager.

4.2.5.4. In conjunction with the PAD manager, the AFSVA OPR, other MAJCOMs and appropriate agencies, prepare PPLANs that identify specific actions required to implement this PAD, as follows:

4.2.5.4.1. Implement the changes to MAJCOM/AIS organizational structure as outlined by the basic PAD.

4.2.5.4.2. Stand up Sustainment Services Branches which provide: *day-to-day functional oversight for APF Food Operations (per Change 1)*; readily available liaison capability for Fitness/Wellness and “Fit to Fight” programs; liaison capability for Lodging programs, to include Laundry and Linen Exchange; liaison capability for Protocol; and support for Honors (Honor Guard) management.

4.2.5.4.3. Stand up Community Services Branches which provide readily available liaison to AFSVA technical expertise, guidance on recreational and Airman Regeneration programs, guidance on business operations and practices (to include functionally specific financial/resource management).

4.2.5.4.4. Stand up Airman and Family Services Branches which provide day-to-day functional oversight and key advisement for Airman & Family Readiness matters with reachback to technical expertise at A1 FOAs; and day-to-day advisement and technical expertise for Child Development, Youth Programs and Family Child Care through a combination of in-house expertise and reachback to AFSVA.

4.2.5.4.5. Stand up Resources & Requirements Branches which provide day-to-day functional oversight and key advice on both appropriated funds (APFs) and nonappropriated funds (NAFs) financial management, to include A1 POM submissions and dollar resource execution; on NAF

Appendix III – Services

Annex B – Manpower, Personnel and Services

HQ USAF PAD 07-11

15 February 2008

facilities; on functionally-specific NAF training; on NAF human resource management; on NAF program analysis; on NAF IT Systems and on Amusement Programs Revenue.

4.2.5.4.6. Stand up Marketing offices which provide day-to-day functional oversight and key advisement on marketing and commercial sponsorship programs.

4.2.5.4.7. In conjunction with the AFSVA OPR and appropriate MAJCOM/A1 manpower & personnel staffs, identify the specific manpower and personnel actions necessary to complete any transfers of workload and associated manpower resources, then formally POM for and transfer authorizations from MAJCOM Services staffs to AFSVA as follows to support the assumption of “reachback” workload (losing commands will not adjust manpower authorizations in the functions from which workload will be transferred). If AF transfers work in advance of a permanent transfer of resources, HAF/HR will request approval from AF/A1 to overallocate on the unit manning document as a bridge until permanent authorizations are reprogrammed. For the transfer of civilian positions, dollars must transfer effective the date work is assumed by AFSVA.

4.2.5.4.7.1. Air Combat Command (ACC) will transfer six (4) civilian authorizations.

4.2.5.4.7.2. Air Education and Training Command (AETC) will transfer five (4) civilian authorizations.

4.2.5.4.7.3. Air Force Materiel Command (AFMC) will transfer two (1) civilian authorizations.

4.2.5.4.7.4. Air Mobility Command (AMC) will transfer five (4) civilian authorizations.

4.2.5.4.7.5. Air Force Reserve Command (AFRC) will transfer one (1) civilian authorization.

4.2.5.4.7.6. Pacific Air Forces (PACAF) will transfer six (3) civilian authorizations.

4.2.5.4.7.7. United States Air Forces Europe (USAFE) will transfer six (5) civilian authorizations.

4.2.5.4.8. Implement the changes to Force Support Squadron organizational structure as outlined by the basic PAD.

4.2.5.4.8.1. Due to the significant number of facilities owned/operated by Services Squadrons on each installation, ensure that integrated units have a five-year grace period from start of integration to correct and rotate all signage associated with the new integrated squadron/division designation. The only exception to this is on unit headquarters buildings.

Appendix III – Services

Annex B – Manpower, Personnel and Services

HQ USAF PAD 07-11

15 February 2008

4.2.5.4.8.2. Ensure each integrated squadron/division correctly follows all guidance, policy and law regarding the use of non-appropriated funds (NAFs) and does not inappropriately use NAFs funds on buildings, signage, supplies, vehicles, etc, to facilitate the integration.

ANNEX D

TO

HQ USAF PAD 07-11

COMPTROLLER/FUNDING

1. PURPOSE: The objective of this Annex is to provide instructions to effectively and efficiently finance the realignment of missions, roles, and responsibilities within the Air Force Manpower and Personnel community resulting from the PSD, the transformation of the MAJCOM and standup of a single Force Support Squadron.

2. AUTHORITY/REFERENCES: See Basic Plan, Appendix 1, Concept of Operations and all applicable Air Force Instructions.

3. ASSUMPTIONS: See Basic Plan and Appendix 1, Concept of Operations.

4. RESPONSIBILITIES AND ACTIONS:

4.1. SAF/FM will:

4.1.1. SAF/FMB will work with appropriate program offices and the HAF/RM to provide oversight and guidance on the budgeting and execution of Operations and Maintenance (O&M) funding.

4.1.2. SAF/FMB will implement realignment of funding resources as approved by Air Staff.

4.1.3. Provide guidance on financial aspects required in accomplishing this PAD and assisting in resolving financial management issues (SAF/FMB/FMP/FMC and HAF/RM).

4.1.4. Define accounting system requirements and coordinate accounting system changes with DFAS. (OPR: SAF/FMP; OCRs: SAF/FMBO and AFAFO).

4.2. HAF/RM will:

4.2.1. Work with AF/A1M, AF/A1S and AF/A1X in preparing future Planning, Programming, Budgeting, and Execution (PPBE) exercises, as all funding is currently contained within the HAF portfolio. AF/A1X will include NGB/A1 in the preparation of the PPBE exercises.

4.2.2. Source any unfunded O&M requirements within the command or identify them through the normal Quarterly Execution Review corporate process.

ANNEX -D- Comptroller/Funding

HQ USAF PAD 07-11

15 February 2008

4.2.3. Work with AF/A1M, AF/A1S, AF/A1X and MAJCOMs in the development of Program Plan (PPLAN) inputs that: address the realignment of funds and identify financial resource milestones. Additionally, details within the PPLAN will identify funding requirements in the Execution Plan and direct the design of a command unique Emergency and Special Program (ESP) code for tracking expenditures related to the funding realignments.

4.3 NGB/A1 will:

4.3.1. Work with AF/A1X to submit ANG requirements in PPBE exercises.

4.3.2. Include personnel resources requirements and military construction requirements for those resources in the NGB PPBE exercises.

4.4 NGB/FM will:

4.4.1. Assist NGB/A1 with any financial management issues resulting from this PAD.

4.4.2. Provide support and guidance on any required realignment of funds.

4.5. MAJCOM Directorates of Financial Management will:

4.5.1. Review the AF/A1M's future Planning, Programming, Budgeting, and Execution (PPBE) preparation exercises.

4.5.2. Realign funding within MAJCOM for approved authorizations and related expenditures for AF/A1M's authorizations.

4.5.3. Develop PPLAN inputs (as appropriate) that: address the realignment of funds and identify financial resource milestones. Additionally, details within the PPLAN will identify funding requirements in the Air Force budgeting process.

ANNEX -D- Comptroller/Funding

HQ USAF PAD 07-11

15 February 2008

ANNEX E

TO

HQ USAF PAD 07-11

SYSTEMS ACQUISITIONS/SERVICES

1. PURPOSE: The objective of this Annex is to provide instructions to effectively and efficiently manage the systems acquisition to implement the PSD Transformation, ensure the realignment of missions, roles, and responsibilities within the A1 community, and transition to the new Regular Component MAJCOM and Squadron organizational structures..

2. AUTHORITY/REFERENCES:

2.1. HQ USAF PAD 05-04 Basic Plan and any appropriate Annexes.

2.2. All appropriate Department of Defense and Air Force *Defense Acquisition System*, Directives, Regulations, and Instructions.

2.3. *Personnel Service Delivery Shared Service Initiative Concept of Operations*, 1 Feb 06.

3. ASSUMPTIONS: See Basic Plan.

4. RESPONSIBILITIES AND ACTIONS:

4.1. SAF/AQII is the OPR for this Annex and will:

4.1.1. Ensure a detailed systems acquisition/services plan is in place to support the PSD Transformation strategy as defined in the Basic Plan to this PAD.

4.1.2. Work with AF/A1X to plan, program, budget, and monitor the execution of any funds required to support any systems acquisition/services requirements.

4.1.3. Provide counsel to AF/A1 and the 554 ELSG/PN on Acquisition Strategies.

4.1.4. Aid coordination of program documentation requiring Air Staff or OSD approval.

4.2. 554 ELSG/PN will:

4.2.1. Develop a detailed systems acquisition/services plan to support the PSD Transformation strategy as defined in the Basic Plan to this PAD.

ANNEX E – Systems Acquisitions/Services

HQ USAF PAD 07-11

15 February 2008

4.2.2. Appoint an OPR to develop a strategy to implement systems and technology that will support the PSD Transformation outlined in this PAD.

4.2.3. Manage the acquisition process for all systems outside the scope of Defense Civilian Personnel Data System (DCPDS) and DIMHRS and technology required as determined by personnel process redesign, contact center requirements, electronic records systems requirements, self-service system requirements, and all other requirements to support the TFSCs.

4.2.4. Ensure all new systems and/or modernizations required to existing systems to facilitate the transformation are certified in accordance with NDAA 05 requirements.

4.2.5. Ensure that any enabling technology, e.g., automated record systems, contact center technology, case management systems, and knowledge databases, are compatible with the ANG/AFR C4 infrastructure to integrate all ANG/AFR personnel service organizations with the automated tools.

4.2.6. Ensure that any enabling technology is integrated with all ANG/AFR personnel service organizations; e.g., NGB/A1, Joint Forces Headquarters- Air, and ANG Mission Support Squadrons as well as AF/REP, AFRC and ARPC.

ANNEX E – Systems Acquisitions/Services

HQ USAF PAD 07-11

15 February 2008

ANNEX F
TO
HQ USAF PAD 07-11
LOGISTICS, INSTALLATIONS & MISSION SUPPORT

1. PURPOSE: The objective of this Annex is to provide instructions to effectively and efficiently meet the installation and logistical support requirements to implement the PSD Transformation, ensure the realignment of missions, roles, and responsibilities within the A1 community, and transition to the new Regular Component MAJCOM and Squadron organizational structures..

2. AUTHORITY/REFERENCES:

- 2.1. AFI 32-9005, *Real Property Accountability and Reporting*, 30 Sep 94.
- 2.2. AFI 16-403, *Updating the USAF Program installations, Units, and Priorities and Movement of Air Force Units*, 3 Jun 94.
- 2.3. AFI 32-1021, *Planning and Programming Military Construction (MILCON) Projects*, 24 Jan 03.
- 2.4. AFI 32-1024, *Standard Facility Requirements*, 31 May 94.
- 2.5. AFI 32-1063, *USAF Electric Power Systems*, 10 Jun 05.
- 2.6. AFH 32-1084, *Standard Facility Requirements Handbook*, 1 Sep 96.
- 2.7. AFPD 32-70, *Environmental Quality*, 20 Jul 94.
- 2.8. AFI 10-503, *Base Unit Beddown Program*, 29 May 03.
- 2.9. AFI 25-201, *Support Agreements Procedures*, 1 May 05.

3. ASSUMPTIONS:

- 3.1. Real property in place will become excess to Air Force needs upon inactivation of the unit.
- 3.2. No unit moves will take place as a result of this action.

ANNEX F – Logistics, Installations & Mission Support
HQ USAF PAD 07-11
15 February 2008

4. RESPONSIBILITIES AND ACTIONS:

4.1. AF/A4/7 as the OPR for this Annex will:

4.1.1. Ensure the efficient and timely execution of all Installation, Logistics, and Engineering Services aspects of this PAD and any corresponding action items listed in the MAJCOM and FOA PPLANs.

4.1.2. Provide guidance and oversight to MAJCOMs and FOAs as needed to review all local support agreements and determine termination and/or transfer procedures.

4.1.3. Ensure Civil Engineer, Civil Engineer Squadron, or the Base Civil Engineer as appropriate, provides overall management of civil engineering integration requirements at field-level sites.

4.1.4. Resolve issues that cannot be resolved at MAJCOM or FOA levels.

4.2. AF/A7CP, in conjunction with MAJCOM/A8/A5s, installations and AF/A1, will provide approval and oversight of site surveys IAW AFI 10-503, *Base Unit Beddown Program* procedures to include completion of applicable environmental impact analysis.

4.3. A4R will ensure any support agreements developed with host installations are in compliance with AFI 25-201, *Support Agreements Procedures*.

4.4. The proponent (MAJCOM, FOA, AF/A8X) will:

4.4.1. Initiate and ensure support agreements with host installations are developed IAW AFI 25-201, *Support Agreements Procedures*.

4.4.2. In conjunction with appropriate base and MAJCOM environmental planning functions, ensure applicable environmental analysis is completed.

4.4.3. Identify MILCON and O & M minor construction projects to support organizational standup. Host MAJCOMs and installations will provide support to assist the proponents in completing required documentation.

ANNEX F – Logistics, Installations & Mission Support

HQ USAF PAD 07-11

15 February 2008

ANNEX H

TO

HQ USAF PAD 07-11

COMMUNICATIONS AND INFORMATION

1. PURPOSE: The objective of this Annex is to provide instructions and assign responsibility for Communications and Information (C&I) actions required to effectively and efficiently implement the PSD Transformation, ensure the realignment of missions, roles, and responsibilities within the A1 community, and transition to the new Regular Component MAJCOM and Squadron organizational structures.

2. AUTHORITY/REFERENCES:

- 2.1. HQ USAF PAD 07-xx, Basic Plan and Annex A.
- 2.2. *USAF Personnel and Pay Customer Service Transformation Project Plan*, 20 Jun 03.
- 2.3. DISA Circular 310-130-1.
- 2.4. AFPD 33-1, *Information Resources Management*, 27 Jun 2006.
- 2.5. AFI 33-101, *Communications and Information Management Guidance and Responsibility*, 24 Jul 98.
- 2.6. AFI 33-103, *Requirements Development and Processing*, 18 Mar 99.
- 2.7. AFI 33-104, *Base Level Planning and Implementation*, 10 May 01.
- 2.8. AFI 33-108, *Compatibility, Interoperability, and Integration of Communications and Information Systems*, 14 Jul 94.
- 2.9. AFI 33-111, *Voice Systems Management*, 24 Mar 05.
- 2.10. AFI 33-112, *Information Technology Hardware Asset Management*, 20 Apr 06.
- 2.11. AFI 33-116, *Long-Haul Telecommunications Management*, 17 Apr 02.
- 2.12. AFI 33-129, *Web Management and Internet Use*, 3 Feb 05.
- 2.13. AFI 33-133, *Joint Technical Architecture – Air Force*, 1 Jul 00.

ANNEX H – Communications and Information

HQ USAF PAD 07-11

15 February 2008

2.14. AFI 33-202V1, *Network and Computer Security*, 3 Feb 06.

3. ASSUMPTIONS:

3.1. "Affected units will determine the requirement for computers and phone lines necessary to support a phased implementation of the PSD Transformation and the transition to the new MAJCOM and Squadron organizational structures, and will coordinate requirements with their host communications activity and MAJCOM staff, as appropriate."

3.2. The potential communications and information impacts, resulting from leveraging technology to migrate personnel processes and services from the MAJCOMs to other agencies as prescribed by PAD 07-11 and supporting plans, must be identified early in the planning process to minimize costs and operational concerns.

3.3. The actions identified in this annex include only those major issues that impact the objectives of the plan. Accordingly, AF/A1, MAJCOM/A6s, and subordinate organizations will initiate and complete all necessary communications and information related actions within their respective areas of responsibility regardless of inclusion or omission within this annex.

4. RESPONSIBILITIES AND ACTIONS:

4.1. AF/A6 is the OPR for this Annex and will:

4.1.1. Serve as the HQ USAF primary point of contact for all Communication and Information matters, support requirements, and actions as defined in this PAD and accompanying annexes.

4.1.2. Ensure necessary updates are published for any communications and information publications impacted by actions associated with personnel delivery systems and this PAD.

4.1.3. Ensure appropriate actions are taken to resolve issues or concerns related to Air Force Portal support and capacity (as needed).

4.1.4. Work with AF/A1X, MAJCOM/A6s, and other key organizations as applicable to identify, document, and submit requests for communications and information management services and equipment. Requirements may include, but are not limited to:

- (1) Telecommunications support, including voice-over-Internet Protocol (VoIP) and leased long-line circuits
- (2) Computer network systems and associated software
- (3) VTC systems

4.2. AF/A1 will:

ANNEX H – Communications and Information

HQ USAF PAD 07-11

15 February 2008

4.2.1. Work with the affected MAJCOM staffs to develop a communications and infrastructure implementation plan in accordance with the PSD Transformation rollout strategy and the transition to the new organizational structures.

4.2.2. Work with the affected MAJCOM staffs to manage the implementation of all communications and infrastructure requirements outlined in section 4.1.4 at any new facilities/locations brought about by the transition to the new organizational structures.

4.3. MAJCOM/A6s will:

4.3.1. Provide input on any communications and information quality of service and service-level agreements required to support the phased implementation of the PSD Transformation and the transition to the new organizational structures.

4.3.2. Partner with the host base and AF/A1 to ensure MAJCOM implementation PPLANS include appropriate guidance necessary to ensure communications and information support is provided to satisfy mission requirements of all affected Air Force organizations.

4.3.3. In conjunction with MAJCOM/A1M, identify any manpower impacts incurred as a result of moving from a transactional to a web-based customer service support system.

ANNEX H – Communications and Information

HQ USAF PAD 07-11

15 February 2008

ANNEX J
TO
HQ USAF PAD 07-11
PUBLIC AFFAIRS

1. PURPOSE: To provide a synchronized and integrated communication strategy to engage Air Force spokespersons in an aggressive, focused, and consistent communication outreach effort to educate and inform affected communities, organizations, military, and civilian members impacted by and involved in the implementation of PSD Transformation, the realignment of missions, roles, and responsibilities within the A1 community, and the transition to the new Regular Component MAJCOM and Squadron organizational structures.

2. AUTHORITY/REFERENCES:

2.1. AFI 35-101, *Public Affairs Policy and Procedures*, 29 Nov 05.

3. ASSUMPTIONS: It is the policy of the Air Force to provide the general public and Regular Component, Guard, Reserve and civilian personnel and their families with timely and accurate information about Air Force programs and activities.

3.1. Information will be provided in an informational and educational manner as appropriate to meet the needs of community leaders and the media.

3.2. Decision-making and execution will be delegated to the lowest reasonable level, consistent with this Annex.

4. RESPONSIBILITIES AND ACTIONS:

4.1. SAF/CMX will:

4.1.1. Create overarching communication strategy, themes/messages and, if warranted, a strategic communication plan to support A1 Transformation initiatives.

4.1.2. Ensure A1 Transformation themes/messages are integrated across staff functionals and levels of command.

4.1.3. Ensure media and other engagement activities are massed and synchronized in order to maximize desired effects.

4.1.4. Ensure communicators consistently adhere to the overarching A1 themes and messages. Enforcement of message consistency is vital.

ANNEX J – Public Affairs

HQ USAF PAD 07-11

15 February 2008

4.2 SAF/PA will:

4.2.1. Establish overall public affairs posture and policy guidance for release of information on realignment of personnel missions, roles and responsibilities.

4.2.2. Ensure that guidance is updated accordingly, as PSD Transformation and the Force Support Squadron realignment progresses, and communicated to MAJCOM Public Affairs offices.

4.2.3. Identify and prepare AF spokesperson(s) for media interview requests.

4.2.4. Respond to all Headquarters Air Force level media queries.

4.3. NGB/FOA PAs will:

4.3.1. Coordinate with SAF/CMX for development of an appropriate Strategic Communication Plan.

4.3.2. Act as the primary release authority for any information by the organization that addresses the reorganization, service delivery, and transfer of activities/responsibilities resulting from the phased implementation of the PSD Transformation, the realignment of missions, roles, and responsibilities within the A1 community, and the transition to the new MAJCOM and Squadron organizational structures.

4.3.3. Identify and prepare organizational spokespersons for media interview requests.

4.4. MAJCOM PAs will:

4.4.1. Act as the primary release authority for any information by MAJCOM agencies and organizations, to include base-level Public Affairs offices within their respective commands that addresses the reorganization, service delivery, and transfer of activities/responsibilities resulting from the phased implementation of the PSD Transformation, the realignment of missions, roles, and responsibilities within the A1 community, and the transition to the new MAJCOM and Squadron organizational structures.

4.4.2. Coordinate, when appropriate, with SAF/PA and other MAJCOM PA offices on items/activities of interest that have cross command implications.

4.4.3. Ensure all communications engagement activities are posted to the Air Force Communications Tasking Order

4.5. Wing Public Affairs Offices will:

4.5.1. Respond to wing-level queries and interview requests.

ANNEX J – Public Affairs

HQ USAF PAD 07-11

15 February 2008

4.5.2. Notify appropriate MAJCOM/NGB PAOs regarding any national level media queries and interview requests.

4.5.3. Obtain Force Support Squadron leadership coordination on any locally generated news articles concerning Force Support Squadron realignment.

4.5.4. Ensure all communications engagement activities are posted to the Air Force Communications Tasking Order

ANNEX M

To

HQ USAF PAD 07-11

POINTS OF CONTACT (POC) LIST

Annex	Office Of Primary Responsibility	POC	Phone
Basic Plan	AF/A1XX	Ms Sharyn Saunders Sharyn.Saunders@pentagon.af.mil	(703) 614-2460
A. Milestones and Concept	AF/A1XX	Ms Sharyn Saunders Sharyn.Saunders@pentagon.af.mil	(703) 614-2460
B. Manpower, Personnel and Services	AF/A1M	Mr. Bob Harrison Robert.Harrison@pentagon.af.mil	(703) 695-1965
Appendix I – Manpower, Organization and Resources	AF/A1MO	Mr. Bob Harrison Robert.harrison@pentagon.af.mil	(703) 695-1965
Appendix II – Personnel	AF/A1XX	Ms Sharyn Saunders Sharyn.Saunders@pentagon.af.mil	(703) 614-2460
Appendix III – Services	AF/A1SR	Maj Paul Kopecki Paul.kopecki@pentagon.af.mil	(703) 604-4934
D. Comptroller-Funding	SAF/FMBOP	Ms. Ellen Romines ellen.romines@pentagon.af.mil	(703) 697-9047
E. Systems Acquisition/Services	SAF/AQII	Maj. Mark Pearson Mark.Pearson@pentagon.af.mil	(703) 588-6470
F. Logistics, Installations and Mission Support	OPR: AF/A4/7	Lt Col Kenneth W. Backes Kenneth.backes@pentagon.af.mil	(703) 697-1527
H. Communications	SAF/XCD	Mr. Curtis Jones Curtis.Jones.ctr@pentagon.af.mil	(703) 588-6317
J. Public Affairs	SAF/PAR	Lt Col Eric Butterbaugh eric.butterbaugh@pentagon.af.mil	(703) 697.6702

ANNEX M – Points of Contact

HQ USAF PAD 07-11

15 February 2008

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M. PAD Points of Contact	AF/A1XX	Ms Sharyn Saunders Sharyn.Saunders@pentagon.af.mil	(703) 614-2460
O. Judge Advocate	AF/JAG	Mr. Konald Ingram Konald.ingram@pentagon.af.mil	(703) 697-4397
P. Historian	AF/HO	Walt Grudzinskas Walt.Grudzinskas@pentagon.af.mil	(703) 697-5603
ANG Information	NGB/A1XT	Mrs Mary McAfee, mary.mcafee@ngb.ang.af.mil	(703) 607-5925
X. Distribution	AF/A1XX	Ms Sharyn Saunders Sharyn.Saunders@pentagon.af.mil	(703) 614-2460

ANNEX M – Points of Contact
HQ USAF PAD 07-11
15 February 2008

ANNEX O
TO
HQ USAF PAD 07-11
JUDGE ADVOCATE

1. PURPOSE: This annex provides basic legal guidance required to implement the PSD Transformation, ensure the realignment of missions, roles, and responsibilities within the A1 community, and transition to the new Regular Component MAJCOM and Squadron organizational structures

2. REFERENCES:

- 2.1. See Basic Plan.
- 2.2. 10 U.S.C. §§ 801, et. seq., Uniform Code of Military Justice.
- 2.3. 10 U.S.C. § 8037, Judge Advocate General Duties.
- 2.4. U.S. Air Force 51-Series Publications.
- 2.5. U.S. Air Force Manpower Standard 102A, Staff Judge Advocate.

3. OBJECTIVES: To identify actions that judge advocate personnel will take to support the implementation of the MAJCOM A1 Transformation.

4. ASSUMPTIONS: See Basic Plan.

5. RESPONSIBILITIES AND ACTIONS:

- 5.1. AF/JA is the OPR for this annex and will:
 - 5.1.1. Provide support as needed by legal staffs at MAJCOM, FOA and wing level.
 - 5.1.2. Notify all AF/JA divisions of the pending changes for their consideration and appropriate actions.
 - 5.1.3. Task personnel to provide support, as necessary, to effectuate this plan.
 - 5.1.4. Ensure legal sufficiency of reorganization documents.
 - 5.1.5. Identify manpower adjustments to ensure sufficient manpower resources are allocated. Assessment should also include a review of reserve support.

ANNEX O – Judge Advocate
HQ USAF PAD 07-11
15 February 2008

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5.1.6. Provide for necessary JA officer assignment actions and enlisted assignment actions in cooperation with AFPC/DPAAD2 and AF/DPE.

5.1.7. Coordinate legal issues with SAF/GC, as appropriate.

5.2. Air Force Legal Operations Agency (AFLOA) will:

5.2.1. Notify all AFLOA directorates of pending changes for their consideration and appropriate action.

5.2.2. Task personnel within AFLOA, as necessary, to perform duties in support of this plan and provide appropriate assistance to MAJCOM, FOA and base legal personnel.

5.2.3. Assess impact of the phased implementation of the PSD Transformation and the transition to the new MAJCOM and Squadron organizational structures on AFLOA workload and identify manpower requirements necessary to support reorganization and realignment of functions, consistent with JAGC 21 initiatives.

5.2.4. Ensure legal sufficiency of reorganization documents.

5.2.5. Make changes necessary to ensure proper access to and reporting of military justice, claims, roster, library and computer equipment, legal research and other legal information services (JAS).

5.3. NGB/MAJCOM/FOA JA offices will:

5.3.1. Provide legal advice and assistance to facilitate the proposed realignment.

5.3.2. Assess impact of the phased implementation of the PSD Transformation, the realignment of mission, roles, and responsibilities within the A1 community, and the transition to the new MAJCOM and Squadron organizational structures on office workload and identify manpower requirements necessary to support reorganization and realignment of functions, consistent with JAGC 21 initiative. Assessment should also include a review of reserve support.

5.3.3. Ensure legal sufficiency of organizational documents that are drafted to effect reorganization.

5.3.4. Provide input to AF/JAX on JA officer assignment actions and to AF/JAY on enlisted assignment actions in cooperation with AFPC/DPAAD2 and AF/DPE.

5.3.5. Advise on all actions necessary to maintain authorities under the UCMJ, including General Court-Martial Convening Authority and Special Court-Martial Convening Authority. Request AFLOA action to transfer and/or designate UCMJ authorities as appropriate.

ANNEX O – Judge Advocate

HQ USAF PAD 07-11

15 February 2008

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5.3.6. Coordinate with existing subordinate legal offices and, if necessary, solicit input and task personnel, as necessary, to perform duties in support of this plan and provide appropriate advice to MAJCOMs and affected subordinate organizational commanders.

5.3.7. Coordinate with AFPC/DPI, as appropriate, to ensure that all labor and management responsibilities are accomplished.

5.3.8. Identify requirements and unresolved issues with AF/JA and AFLOA as appropriate.

5.4. Wing level legal offices will:

5.4.1. Provide legal advice and assistance to facilitate the proposed realignment.

5.4.2. Ensure legal sufficiency of organizational documents that are drafted to effect reorganization.

5.4.3. Task personnel, as necessary, to perform duties in support of this plan and provide appropriate advice to the wing commander, and affected subordinate organizational commanders.

5.4.4. Identify requirements and unresolved issues with NGB/MAJCOM/FOA legal offices as appropriate.

ANNEX O – Judge Advocate
HQ USAF PAD 07-11
15 February 2008

ANNEX P
TO
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HISTORY

1. PURPOSE: The objective of this Annex is to provide instructions to effectively and efficiently implement the realignment of Regular Component Manpower, Personnel and Services missions, roles, responsibilities and organizational structures at the MAJCOM and squadron level.

2. REFERENCES:

2.1. AFPD 84-1, *Historical Information, Property and Art*

2.2. AFI 84-101, *Historical Products, Services and Requirements*

3. ASSUMPTIONS: See Basic Plan.

4. RESPONSIBILITIES AND ACTIONS:

4.1. AF/HO is the OPR for this annex and will:

4.1.1. Ensure affected agencies understand the requirements of this Annex. Serve as the HQ USAF primary point of contact for all history matters related to this PAD.

4.1.2. Appoint an OPR to serve as the single point of contact for History policy matters relating to this PAD.

4.2. MAJCOM//FOA/DRU/History Offices in conjunction with AF/HO will:

4.2.1. Establish procedures to insure that all historical documentation concerning the realignment of Regular Component Manpower, Personnel and Services missions, roles, responsibilities and organizational structures at the MAJCOM and squadron level are collected and preserved by Air Force historians.

4.2.2. Insure that unit historians work with local personnel offices to establish procedures for insuring that unit historians have access to personnel information needed to complete the unit history.

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